

Transport and Environment Committee

10.00am, Thursday, 20 June 2019

Investing in Active Travel and in People-Friendly Streets

Executive/routine	Executive
Wards	All
Council Commitments	17 , 18 , 19 , 39

1. Recommendations

- 1.1 It is recommended that the Committee:
- 1.1.1 approves the proposed Active Travel Investment Programme 2019-24, as summarised in Appendix 5;
 - 1.1.2 notes the essential role of active travel investment in the emerging City Mobility Plan, City Centre Transformation, in working towards the Council's climate change commitments and health and social objectives, and in supporting the ability of the city to grow in a way that protects and enhances the quality of life of its citizens;
 - 1.1.3 notes the work undertaken to deliver and develop active travel infrastructure in financial years 2017/18 and 2018/19;
 - 1.1.4 notes the proposed revised active travel programme management and resourcing set out in the report and detailed in Appendix 10 - Active Travel Programme Delivery Plan;
 - 1.1.5 notes the proposals to improve integration of the Council's Edinburgh Street Design Guidance (ESDG) into the roads and footways renewal programme and into new development in the city; and
 - 1.1.6 refers this report to the Planning Committee for information.

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Investing in Active Travel and in People-Friendly Streets

2. Executive Summary

- 2.1 This report considers the Council's programme of investment in walking and cycling, its strategic context, resources to enable delivery of the programme, and how the Council's ESDG is embedding better provision for active travel into roads and footways renewals.
- 2.2 The report summarises:
 - 2.2.1 work undertaken during financial years 2017/18 and 2018/19;
 - 2.2.2 planned work for the current financial year, including the proposal to produce a new Active Travel Action Plan 2020-30;
 - 2.2.3 a proposed forward investment programme through to financial year 2023/24; and
 - 2.2.4 work being undertaken to improve integration of the Council's ESDG into the roads and footways renewal programme and in new developments.
- 2.3 The report also covers an outline funding strategy for the Active Travel Investment Programme, as well as proposals to ensure that adequate staff and other support resources are in place to ensure effective programme management and delivery.

3. Background

- 3.1 Travelling on foot or by bike is available to almost everyone, improves health and poses little risk to others. Active travel has negligible environmental impact and makes very efficient use of space. 72% of city journeys to work are within a realistic walking and cycling distance of under five kilometres (5km or three miles) [*Source: Census 2011*]. Together, these facts mean that encouraging more people to walk and cycle can make a major contribution to achieving Council objectives relating to health, the environment, quality of life and managing city growth.
- 3.2 Encouraging and investing in active travel is embedded in the current Local Transport Strategy and Local Development Plan. Both of these documents have an associated plan to deliver active travel investment, the Active Travel Action Plan

(ATAP) and the Local Development Plan Action Programme (LDPAP). The latter document also covers other investment needed to support development.

- 3.3 The ATAP was approved in 2010. It seeks to build on the very significant role that active travel already plays in how people travel around Edinburgh. Walking already accounts for approximately 35% of all residents' trips. But there is huge scope for further growth, especially in cycling. 72% of all residents' journeys to work are under 5km (3 miles) long. 29% are in the 2km to 5km bracket which equates to a 10 to 20 minute cycle ride - the current share of trips to work made by bike is estimated at 7.5%. [Source for mode share figures is the 2011 census, except current share of journeys to work by bike – sourced from 'Bike Life Edinburgh 2017']
- 3.4 The ATAP includes a wide range of actions aimed at achieving its targets. A crucial theme is investment in improving conditions for cycling and walking across the city, particularly the creation of the 'QuietRoutes Network'. This network is principally aimed at making cycling a realistic travel choice for people who do not feel confident riding a bike on streets with significant levels of motorised traffic. The investment programme focuses on:
 - 3.4.1 connections into and through the city centre;
 - 3.4.2 connections to the Gyle/Edinburgh Park area;
 - 3.4.3 projects related to large-scale redevelopments, for example in the Granton/Muirhouse area; and
 - 3.4.4 other strategic missing links, for example connecting the walking and cycling infrastructure planned as part of the tram extension project to the Victoria Quay/Ocean Terminal area, via central Leith.
- 3.5 Most of the QuietRoutes investment also delivers important enhancements for people getting about on foot, especially by providing new and upgraded road crossings in numerous locations.
- 3.6 Another strategically vital initiative springing from the ATAP has been the development of the ESDG, aimed at giving designers and planners a toolkit for the delivery of streets and new developments that actively encourage people to walk, cycle and use public transport.
- 3.7 The LDPAP includes a wide range of infrastructure interventions to support new development. A significant part of the programme constitutes investment in better walking and cycling connections to development sites.
- 3.8 The Council is working on its new City Mobility Plan and City Plan. Both will seek to deliver an improving quality of life in the context of the climate emergency, significant public health challenges, and forecast continuing growth in the regional and city population and economy. Increasing the role of active travel in day-to-day movement for Edinburgh's citizens, alongside expanding public transport systems, is critical to addressing this suite of challenges, and so will have a central role in both plans. The active travel investment programme (ATINP), the LDPAP, and implementing the ESDG are fundamental to delivering this increased role, along

with other strategic initiatives including the tram extension to Newhaven, City Centre Transformation (CCT) and the Low Emission Zone.

4. Main report

Active Travel Investment Programme: 2017/18 and 2018/19

- 4.1 Over the two financial years 2017/18 and 18/19 £4.5m has been invested in the delivery and development of the ATINP in Edinburgh, of which £2.8m has been met by match funding from Sustrans.
- 4.2 The following projects were delivered on the ground during 2017/18 and 18/19:
- 4.2.1 A £1.25m package of improvements to the North Edinburgh Path Network and its access points (2017/18 and 2018/19);
 - 4.2.2 Cycling and walking infrastructure associated with the new Edinburgh St James development (not funded by the ATINP, but requiring a large input of staff time) (2018/19);
 - 4.2.3 Phases 1 and 2 of tram cycle safety improvements (new cycle crossing lanes, warning signs and Advanced Stop Lines) (2017/18);
 - 4.2.4 Installation of 420 on-street cycle racks (2017/18 and 2018/19);
 - 4.2.5 Construction of a new Toucan crossing on Calder Road, at Napier University's Sighthill Campus (2017/18);
 - 4.2.6 Implementation of cycle/pedestrian 'courtesy' signing on the North Edinburgh Path Network (2017/18);
 - 4.2.7 Funding of a new path link from the Royal Infirmary of Edinburgh to Danderhall, through Little France Park, delivered by the Edinburgh and Lothians Greenspace Trust (2017/18); and
 - 4.2.8 A foot and cycle bridge over the Niddrie Burn in the Niddrie House area (2018/19).
- 4.3 During 2017/18 and 2018/19 most of the work undertaken on Active Travel projects was on design and consultation. The largest projects being taken forward were:
- 4.3.1 City Centre West to East Link (detailed design and legal process);
 - 4.3.2 Meadows to George Street (engagement and preliminary design); and
 - 4.3.3 West Edinburgh Link (engagement and preliminary design).
- 4.4 Work undertaken on these and other major projects and strategic initiatives, is summarised in Appendix 2. A summary of the current status of projects in the ATINP is available in Appendix 3. The contents of this Appendix are also available on the Council's [website](#).
- 4.5 The Meadows to George Street and West Edinburgh Link projects are each valued at over £10m. External match funding for both projects was awarded

simultaneously by Sustrans Scotland in Autumn 2017. Both had been submitted to Sustrans' 'Community Links Plus' (CL+) design competition, in the expectation that only one Scottish project would be awarded funding. The funds awarded under this programme for the development and implementation of projects are strictly time limited, whilst the match funding awarded by Sustrans for most other projects in the ATINP is subject to an annual bidding process that gives more flexibility over implementation timescales.

- 4.6 The award of match funding for both CL+ projects created very significant budgetary and staff resourcing issues. To ensure progress on the Meadows to George Street, West Edinburgh Link and City Centre West East Link (also valued at over £10m) projects, while providing sufficient input to the development of designs for strategic initiatives being taken forward by others, it was necessary to pause work on a number of Active Travel projects, including some major projects, in late 2017.
- 4.7 The procurement of consultancy support and, very recently, the filling of several newly created posts within the Active Travel team has now enabled work to re-start on some of these projects.

Forward Active Travel Investment Programme to 2023/24

- 4.8 As noted in 3.4, the ATINP seeks to improve conditions for cycling and walking across the city, particularly through the improvement of the 'QuietRoutes Network'. The programme includes:
 - 4.8.1 delivering several large-scale projects to join up the QuietRoutes cycle network, with significant investment in on-street segregation;
 - 4.8.2 associated major public realm and walking upgrades (e.g. George IV Bridge and the Mound); and
 - 4.8.3 a number of projects focussed principally on improvements for pedestrians and wheelchair/mobility scooter users. These include a citywide programme of installing dropped kerbs and raised crossings, an upgrade of Morrison Street (identified in the CCT proposals) and improvements at the Royal Botanic Gardens west entrance.
- 4.9 The QuietRoutes projects included in the programme to 2023 are shown on the maps in Appendix 4, while Appendix 5 summarises the ATINP through to 2023.
- 4.10 Two of the largest QuietRoutes projects (Meadows to George Street and City Centre West to East Link) will make an important contribution to delivering the first stage of CCT. Visualisations of the types of changes proposed are provided in Appendix 6. The George Street project and other elements of CCT are strongly complementary to the ATINP.
- 4.11 Projects expected to be either wholly or partially delivered on the ground during 2019/20 are listed below:
 - 4.11.1 City Centre West to East Link Section 1 (Roseburn to Haymarket) – subject to outcome of Public Hearing;

- 4.11.2 Davidson's Mains Park link (completed May 2019);
 - 4.11.3 Phase 3 of the tram cycle safety improvements (Princes Street at the junction with South St Andrew Street, Princes Street at the junction with South Charlotte Street, Grosvernor Street, Haymarket Junction, Haymarket Yards, Cultins Road, and early cycle green release signals at multiple junction approaches along the route of the tram in the city centre);
 - 4.11.4 A further phase of installing on-street cycle racks;
 - 4.11.5 Phase 1 of on-street secure residential cycle parking; and
 - 4.11.6 Implementation of a 40mph speed limit on the A8 (completed May 2019 in preparation for the proposed installation of new signalised crossings of both the A8 and Ingliston Road).
- 4.12 In addition, a large programme of design and consultation work will be taken forward in the coming financial year, subject to the success of funding bids to Sustrans for Transport Scotland funding.

Local Development Plan Action Programme (LDPAP)

- 4.13 As noted in paragraph 3.7, in addition to the ATINP, there is a package of active travel investment necessitated by new developments. This package forms part of the LDPAP, which includes many Transport Actions that have been identified as being necessary to support future development in the city.
- 4.14 Developer contributions are being sought towards the cost of delivering this programme. It is worth noting that, in many cases, the funding that has been or is expected to be secured via the Planning process is significantly less than that required to pay for the necessary improvements.

Active Travel Programme Delivery Plan

- 4.15 A review has been undertaken of the prioritisation, funding, programme management and staff/other resourcing required to take forward the ATINP and the active travel elements of the LDPAP. This is detailed on the Programme Delivery Plan annexed to this report as Appendix 10.
- 4.16 The principal outcomes of the review are:
 - 4.16.1 A proposal to establish a Programme Management Office (PMO) to provide programme management expertise and improved programme control – schedule, commercial and risk;
 - 4.16.2 A prioritisation framework has been created to manage project prioritisation mainly based on strategic, resource and complexity criteria. There is a prioritisation framework for each individual programme (ATINP and LDPAP);
 - 4.16.3 An outline funding strategy for the ATINP as set out in Section 6; and
 - 4.16.4 Recommended increases in project management resources, as detailed on Appendix 10 Programme Delivery Plan.

4.17 The delivery methodology and reporting structures and templates will be consistent across both programmes, allowing for close monitoring and scrutiny of progress and expenditure.

Prioritisation and programme review

4.18 A prioritisation framework has been created for the ATINP and for the LDPAP programme of active travel projects. This framework seeks to ensure that prioritisation is given to creating the most strategic connections within the city and to progressing schemes which will have the greatest impact in terms of encouraging active travel. As detailed in 4.22, it can be used to regularly review the programme to take into account new projects as they emerge.

4.19 The prioritisation was carried out with assistance from external consultants. It was based on scoring the criteria detailed below against different scenarios.

4.19.1 Contribution to Strategy. This condition is based on the project's level of alignment with the strategic objectives of the Capital Programme which, in brief, consists of connecting the QuietRoutes network to and through key destinations. This criteria will be further developed during the Programme Set Up phase according to Sustrans' Places for Everyone Guidance (March 2019). This work will be undertaken by the PMO Lead and overviewed through a Scope Monitoring Working Group (refer to Appendix 10 section 4 'Programme Management').

4.19.2 Resource Requirements. Based on the size of the team and the level of specialisation required to deliver the scope.

4.19.3 Delivery Risk and Complexity. Based on the complexity of the stakeholder environment, the level of dependencies with other actions or projects and the construction complexity and constraints.

4.20 The programme summarised in Appendix 5 reflects this prioritisation. £61m of the £87m full cost of the programme is expected to be fundable from Council and Sustrans match funding, with around 65% of the overall cost met from the match funding. This will allow all of the largest high priority projects in the programme to proceed within the period to 2023/24. It is considered likely that further work on funding opportunities (see Section 6) will enable further projects to be added to the list for implementation in this timescale. Should additional funding not be identified or should Council or Sustrans funding be less than anticipated, implementation of elements of the programme will need to take place after 2023/24, or potentially project scope and/or materials use will need to be reviewed to reduce costs.

4.21 It is proposed to carry out further work on the prioritisation framework during the development of the new ATAP 2020-2030.

4.22 Looking forward, the new ATAP, other initiatives and public/stakeholder requests will inevitably result in further projects coming forward. There may also be significant changes to existing projects from time to time (for example resulting from consultation). With these points in mind, it is proposed to regularly review the

priority list, and to report significant changes to the Transport and Environment Committee.

- 4.23 One particular initiative that it is planned to take forward in the current financial year is a review of the potential to upgrade existing cycle lanes on major roads, especially those that are currently inadequately protected by waiting restrictions. Potential upgrades to be considered would include fuller waiting and loading restrictions, wider cycle lanes, mandatory in place of advisory cycle lanes, and 'soft' or 'hard' segregation.

Governance and Programme/Project Management Arrangements and Resourcing

- 4.24 Taking into account the scale and complexity of the ATINP and LDPAP active travel programmes, the review has recommended the following in order to deliver effective and cost-efficient programme and project management:
- 4.24.1 the establishment of a Programme Management Office (PMO) and associated new programme governance arrangements; and
 - 4.24.2 an increase in staff resources to manage the programme.
- 4.25 The revised structure for programme and project management is shown in Appendix 7. Refer also to Appendix 10 sections 3, 4 and 5.
- 4.26 The proposed design for the PMO seeks to significantly strengthen financial control and risk management, maximise the potential for securing external and match funding and improve reporting to the Council's senior management team and relevant Committees. Key outcomes will be regular reporting on outputs delivered, as well as risks, issues and costs.
- 4.27 Establishing the PMO involves the employment of a Programme Delivery Manager and a 'PMO lead' with associated specialist advisors on programme controls (risk, schedule and commercial management including funding and contributions). The proposed structure for the PMO will work across the LDPAP (all actions) and the City Deal programmes.
- 4.28 In addition to establishing the PMO, the review has identified the need for a significant increase in project management resources. The recommendation would involve making permanent one current fixed-term post and recruiting three additional members of staff. The review recommends that the existing team plus two staff would initially be applied to taking forward the ATINP. One of the additional staff members' role would initiate work on delivering the LDPAP active travel programme and reviewing whether, and what scale of, further additional resource would be needed for this purpose.
- 4.29 Initially, the Programme Delivery Manager and PMO resources will be provided via a consultancy team as approved by the Finance and Resources Committee on 23 May. The intention is to start the process to bring most of the functions involved in-house following a pilot period of operation of around six months. Some additional

consultancy project management resources may also be bought in pending staff recruitment.

Embedding the ESDG in the Roads and Footways Renewals Programmes and in New Development

- 4.30 The Council has allocated £6.9m for roads and footways renewals projects in 2019/20. On [17 May 2018](#), a report was brought to this Committee on the 'Implementation of Active Travel and Street Design Principles in Road and Footway Renewals'. The report:
- 4.30.1 outlined how renewals projects were categorised in relation to application of the street design guidance; and
 - 4.30.2 noted some of the challenges involved in changing street layouts as part of renewals projects (increased cost, much increased need for consultation and sometimes legal processes).
- 4.31 Over the last year, several larger renewal projects have been implemented that have made changes in line with the ESDG, including roads renewals projects on the Bridges corridor and Chesser Avenue.
- 4.32 Incorporating the design approach set out in the ESDG in renewals projects gives significant scope to, wherever possible, amend street design in line with current policy and practice. Changes in street design that increase accessibility for people with mobility difficulties, improve the 'place' function of streets, encourage walking and cycling, and promote public transport can be made at the same time as a road or footway surface is renewed. (See before and after photos in Appendix 8.)
- 4.33 In the long term, this approach should be cheaper than one that simply replaces like for like, but separately pursues a programme of improvements which is likely to involve revisiting the same streets.
- 4.34 However, set against the above, and as outlined in the May 2018 report, including the ESDG in renewals projects will almost always result in an increase in the time required to undertake the design of an individual scheme and therefore the cost of this process. Depending on the nature of changes being made, it will also tend to increase the complexity, duration and therefore construction cost of individual projects.
- 4.35 The renewals programme encompasses a wide range of treatments and scales of project. There are now a large number of 'preventative' carriageway and footway surface treatment projects, which have less scope for incorporating changes in line with the ESDG. It is the smaller numbers of reconstruction projects that have more scope for incorporating change. Due to the issues outlined above, applying the ESDG to these projects will increase their cost, reducing the overall number that can be completed in a given year within a given budget. To mitigate these effects, Sustrans match funding will be sought where possible. Furthermore, consideration will be given to appropriate budget re-allocation, for example using Active Travel

funding to pay for the introduction of new signal controlled crossings as part of renewals projects.

- 4.36 The following actions have been undertaken, are under way, or are proposed in relation to the ESDG:
- 4.36.1 A training programme for relevant staff. Ten sessions were held in Autumn 2018; more will be held in 2019;
 - 4.36.2 Production of checklists for staff to enable them to review proposed projects against the guidance as easily as possible. This is under way;
 - 4.36.3 Reviewing the forward programme to identify how to apply the ESDG to individual projects. This process started with the introduction of the Guidance in August 2015, but has become easier to apply since ESDG detailed factsheets started becoming available in December 2017. Work is now underway to start reviewing the forward renewals programme up to three years into the future;
 - 4.36.4 Production of a protocol to determine the extent to which the guidance should be applied in relation to the scale, nature and urgency of projects. This protocol is intended as a strategic tool to build on advice already in the guidance. It is different from the checklist described in 4.36.2 above, which is intended to help designers once they are considering an individual project in detail; and
 - 4.36.5 A change in the Council's approach to 'Redetermination Orders', particularly benefitting the introduction of simple enhancements for pedestrians such as 'build-outs' to reduce street crossing widths. This was outlined in a report on 'Transport Infrastructure Investment – Capital Delivery Priorities' considered by this Committee on [5 March](#) this year.

Incorporating the ESDG in New Development

- 4.37 The ESDG forms chapter 4 of the Edinburgh Design Guidance and, as such, is fully integrated into the guidance that developers in the city must work to. However, there remain significant challenges in securing both development layouts and detailed designs that comply with the guidance. Actions underway or planned to address this include:
- 4.37.1 A training programme for relevant staff. Some Planning staff attended training in autumn 2018; more sessions will be held in 2019 and 2020;
 - 4.37.2 Production of a checklist for roads/street designers to enable them to review proposed projects against the guidance as easily as possible; and
 - 4.37.3 Production of a chapter of the detailed 'factsheets' covering the application of the guidance to masterplans. A funding application has been submitted to Sustrans to cover the cost of this work.

Active Travel Action Plan 2020-2030

- 4.38 The Council's (and the UK's) first ATAP has steered work to encourage walking and cycling since 2010. Cycle counter and other survey evidence suggests that, over this period, the level of cycling in the city has increased by more than 60%, with roughly one in thirteen city residents now cycling to work, and walking as a means of transport has maintained its strength. These results compare very favourably with Scottish and UK statistics that suggest stable levels of cycling, and declines in walking.
- 4.39 The Scottish Government, via Sustrans has promoted the ATAP model to other Scottish Councils, most of which now have a similar document.
- 4.40 Work on the production of a new ATAP, covering the period 2020-2030, is scheduled to start shortly, with the aim of having this in place by the early summer of 2020.
- 4.41 It is intended that development of the new plan will follow a process allowing input from all relevant stakeholders as well as from members of the public. Initial input has already been sought from the Council's Active Travel Forum. Plan development will also include a review of future investment priorities. An update on the process for developing the new ATAP will be included in the Business Bulletin for September's Committee.

5. Next Steps

- 5.1 Subject, where necessary, to Committee approval the following actions are being/will be taken forward:
- 5.1.1 Further work on funding and programme management of the ATINP and of active travel investment under the LDPAP;
 - 5.1.2 Implementation of revised programme and project management arrangements as outlined in this report and detailed in Appendix 10 Active Travel Programme Delivery Plan.
 - 5.1.3 Implementation of further training on the ESDG, and of other actions described in paragraph 4.35 and 4.37 to improve the embedding of the guidance in the Council's roads and footways renewals programmes and in new development; and
 - 5.1.4 Production of a new Active Travel Action Plan 2020-2030.

6. Financial impact

- 6.1 The full cost of the current forward programme is estimated at approximately £87m. However a prioritisation, described in 4.18 to 4.22 has been carried out, to produce a version costed at £61M, which is within the current forecast funding availability.

As detailed in paragraph 4.20, this will allow all of the largest high priority projects in the programme to proceed within the period to 2023/24. These sums include construction, design development and the additional programme and project management resources described in this report.

- 6.2 Developing a funding plan relating to this programme is a complex process. The most important factors are as follows:
 - 6.2.1 Council Cycling and Walking capital spend;
 - 6.2.2 Ring-fenced Scottish Government 'Cycling, Walking and Safer Streets' grant funding;
 - 6.2.3 Availability of 100% funding from Scottish Government via Sustrans for feasibility, engagement and design work for eligible projects (almost all projects in the programme are expected to be eligible); and
 - 6.2.4 Match funding available for construction work.
- 6.3 Match funding for construction work is the most complex aspect of the funding picture. The baseline level of match funding is 50%. This means, for example, that £1m of the construction cost of a £2m project needs to be met by Council capital funding and/or CWSS. However, 70% funding is now available for 'challenging junctions'. This means that an eligible portion of a project with a construction value of £2m would require £0.6m from Council capital funding and/or CWSS. The construction value of junctions meeting this definition in the programme is not yet established. With this in mind, further work will be required on this issue as part of the scope of the Funding and Contributions Working Group as defined on Appendix 10.
- 6.4 In addition, certain publicly and privately funded projects that do not form part of the ATINP are eligible for inclusion in a 'match funding pool'.
- 6.5 Appendix 9 provides practical examples of how the different funding streams from Sustrans work, and the impact of this on the proportion of project costs that need to be borne by the Council.
- 6.6 The funding review has identified a baseline (subject to successful funding bids) of £62.1m funding available towards the £61.6m estimated prioritised programme cost, including £22m of Council funding, 100% Sustrans funding for design work and programme management equivalent to £9.6m and £30.5m of construction match funding. However, this does not allow for the 70% level of match funding for challenging junctions, or for any match funding pool sums beyond that for Leith Street/York Place/Picardy Place as detailed on Appendix 5.
- 6.7 Therefore, subject to securing match funding for relevant projects, this £62.1m can be regarded as a lower limit for available funding. Follow-up work will now be undertaken, with a focus on identifying the scope for increased Sustrans/Transport Scotland match funding based on:
 - 6.7.1 the proportion of project costs that are eligible for 70% funding because they are funding active travel priority at challenging junctions;

6.7.2 identifying projects outside the programme eligible for 'match funding pool' status; and

6.7.3 identifying and securing potential third party contributions.

Local Development Plan Action Programme (LDPAP)

6.8 The Council has allocated £6.5m in the period to 2023 to help fund the LDPAP programme of transport (active travel and non-active travel) investment. This is supplemented by £1.18m of developer contributions. See sections 4.13 to 4.14 for reference.

6.9 The initial stage of work on the LDPAP projects will be led by a dedicated member of staff/consultant and will last until December 2019. This phase will focus on identifying a detailed financial plan for taking the projects forward, including identifying match funding/filling funding gaps. During this phase, resource requirements to deliver the projects will be reassessed. This may result in additional staff requirements.

7. Stakeholder/Community Impact

7.1 The programmes set out in this report will have a significant impact on stakeholders and communities.

7.2 The ATINP springs from the ATAP 2016 revision, which in turn evolved from the ATAP 2010. Both were the subject of stakeholder consultation.

7.3 Individual projects in the ATINP are taken through public and stakeholder engagement and consultation, tailored according to their scale. The larger projects are the subject of very extensive consultation. For example, the recent consultation on the West Edinburgh Link involved four drop in events, a launch workshop, four community council meetings, the setting up of a dedicated website and has attracted over 500 individual responses.

7.4 The LDPAP was the subject of public and stakeholder consultation as part of the development of the Local Development Plan. Local consultation will be undertaken for individual projects as appropriate.

7.5 Roads renewals projects will be the subject of public and stakeholder engagement and consultation, tailored according to their scale.

7.6 As outlined in 4.41 it is intended that production of the new ATAP will follow a process allowing input from all relevant stakeholders as well as from members of the public. Initial input has already been sought from the Council's Active Travel Forum.

8. Background reading/external references

- 8.1 Transport Infrastructure Investment – Capital Delivery Priorities for 2019/20. Report to Transport and Environment Committee. Tuesday, 5 March 2019.
- 8.2 Implementation of Active Travel and Street Design Principles in Road and Footway Renewals' Report to Transport and Environment Committee. Tuesday, 17 May 2018.

9. Appendices

- Appendix 1 Summary of main initiatives in the Active Travel Investment Programme.
- Appendix 2 Summary of design and consultation work undertaken on major active travel projects and other strategic initiatives during 2017/18 and 2018/19.
- Appendix 3 Active Travel Investment Programme. Projects status and cost summary.
- Appendix 4 Maps - QuietRoutes Network and other cycling upgrades.
- Appendix 5 Summary of proposed Active Travel Investment Programme 2019-23.
- Appendix 6 Visualisations of QuietRoutes projects.
- Appendix 7 Proposed revised programme and project management structure for Active Travel Investment Programme and Local Development Plan Action Programme (Active Travel)
- Appendix 8 Before and After photos of renewals project incorporating Edinburgh Street Design Guidance.
- Appendix 9 Funding sources and match funding.
- Appendix 10 Active Travel Programme Delivery Plan.

Summary of main initiatives in the Active Travel Investment Programme.

Connections into and through the city centre

- A1.1 The programme includes completion of the City Centre West to East Link as well as the Meadows to George Street and Meadows to Union Canal projects. Together with the reconstruction of Picardy Place, planned improvements associated with the Tram extension to Newhaven via Leith Walk, and the wider programme, these projects would transform access by bike into the city centre, making it possible to cycle to many central locations without negotiating busy traffic.

Connections to the Gyle/Edinburgh Park area

- A1.2 One of the largest individual elements of the programme is the West Edinburgh Link, a £13.9m package awarded through the 'Community Links Plus' programme. This package of work will dramatically improve both walking and cycling connections to the Gyle/Edinburgh Park from both the north (East Craigs and Barnton) and the south (Sighthill, Calders, Wester Hailes and Colinton). Projects to also upgrade QuietRoutes 8 and 9 will improve connections from the east, enhancing connections from west Edinburgh towards the city centre.

Filling other strategic missing links

- A1.3 The QuietRoutes network currently has some important gaps which limit its effectiveness (for example between the North Edinburgh Path Network at Roseburn and the Union Canal). Furthermore the network does not connect properly to some very important destinations, for example the Royal Infirmary/Bioquarter. The ATINP aims to make a number of these strategic connections.

Development – related projects

- A1.4 A small number of projects in the ATINP are integrally linked to large-scale Council-led redevelopment projects. The most notable is a project to transform Pennywell Road as part of the Pennywell/Muirhouse redevelopment. In addition there is the investment programme springing from the Local Development Plan Action Programme.

Pedestrian - focussed projects

- A1.5 Most of the projects in the programme will generate significant benefits for pedestrians and the public realm and for several of the larger projects, including the City Centre West to East Link and Meadows to George Street, large elements of the cost are made up of pedestrian/public space improvements (eg widening and resurfacing footways of George IV Bridge). There are also some projects whose primary focus is pedestrian improvements, including upgrading footways and junctions on Morrison Street - identified as an early action in the City Centre Transformation proposals, and a major improvement at the west gate of the Royal Botanic Garden.

Appendix 2 – Summary of design and consultation work undertaken on major Active Travel projects and other strategic initiatives during 2017/18 and 2018/19

Project/Initiative	Work undertaken
City Centre West to East Link: (Roseburn - George Street and George Street to Picardy Place)	Preliminary design finished, following design review in Roseburn area, late 2016 into early 2017. Detailed design progressing. Traffic Regulation Order (TRO) for section 1 advertised, community engagement ongoing. TRO for section 2 advertised May 2019.
Meadows to George Street	Work started early 2018. Initial engagement conducted. Preliminary design undertaken. Consultation paused until May 2019 to integrate with City Centre Transformation, of which this project is the centrepiece of early action.
West Edinburgh Link (Wester Hailes - Gyle – East Craigs)	Work started early 2018. Initial engagement conducted. Preliminary design and consultation undertaken.
Roseburn to Union Canal	Work re-started early 2019. Preparation for Major Planning Application underway.
Meadows to Union Canal	Work re-started 2018 following lengthy pause. Preliminary design completed and consultation undertaken March/April 2019.
Pennywell Road	Initial feasibility work on a project to transform Pennywell Road, in association with Granton Waterfront Regeneration.
Leith Area/Leith Walk active travel links (Foot of Walk to Victoria Quay/Ocean Terminal)	Initial feasibility work, currently being led by the Trams to Newhaven project team. Commenced late 2018.
Old Dalkeith Road (Royal Infirmary/ Bioquarter to Cameron Toll/Mayfield)	Initial feasibility work and preliminary design. Initial consultation expected Summer 2019.
Secure on-street residential bike parking	Drafting of contract for installation, maintenance and operation and procurement of contractor. Identification of sites for roll out – now complete and ready to undertake local consultations/move to TRO where required. Scale of roll-out doubled during process.
City Centre Transformation (CCT)	This initiative now provides an extremely important strategic context for the Active Travel Investment Programme. The City Centre West East Link and Meadows to George Street projects are crucial early deliverables in the CCT process. The Active Travel team has provided extensive input during the development of the initial CCT proposals.
Other strategic initiatives	During 2017/18 and 2018/19, several strategic initiatives have been under development that do not form part of the Active Travel Investment Programme but which have the potential to provide significant improvements for walking and cycling. The Active Travel Team has provided a large amount of input to these projects. The most important of these are the cycling and walking infrastructure associated with the Edinburgh St James development, the George Street and First New Town proposals and the Trams to Newhaven project.

Appendix 3 – Active Travel Investment Programme. Projects status and cost summary.

Project	Design stage status/start	Construction Start	Construction End	Match funding status	Project Scale ¹	Project Category
City Centre West to East Link	Ongoing	Nov/19	Jun/21	MY	XL	A
Roseburn Path – Union Canal	Ongoing	Nov/20	Nov/22	MY	XL	A
West Edinburgh Link	Ongoing	Sep/21	Mar/24	MY	XL	A
Meadows to George Street	Ongoing	Feb/22	Aug/24	MY	XL	A
Dropped Kerbs and Raised Crossings Programme	Ongoing	Feb/20	Ongoing	BC	M	B
Various Locations – Tram Route – phase 3	Ongoing	Jan/20	Nov/20	NA	M	B
Meadows – Union Canal (Innocent to Canal Phase 2b)	Ongoing	Aug/20	Dec/21	B	L	B
Union Canal to Telfer Subway Connection	Summer 19	Aug/21	Jul/22	B	M	B
QuietRoute 8 – Roseburn to Gyle Main Route	Complete	Feb/19	Feb/20	B	S	B
Residential Cycle Parking	Ongoing	Sep/19	Apr/20	BC	M	B
Morrison St	Summer 19	Oct/21	Dec/21	B	L	B
Arboretum Place at Botanical Gardens West Gate Entrance	Ongoing	Jul/20	May/21	B	M	B
City-wide Public Bike Parking	Ongoing	Apr/20	Feb/21	BC	M	B
QuietRoute 6 – Grange Road Crossings	Complete	Sep/19	Jul/20	C	M	B

¹ Project scale thresholds:
 XL project cost over £2.5M
 L project cost between £1M and £2.5
 M project cost between £0.1M and £1M
 S project cost between £10k and £100k

Project	Design stage status/start	Construction Start	Construction End	Match funding status	Project Scale ¹	Project Category
Marchmont Road – King Buildings	Ongoing	Sep/21	Nov/22	NA	M	B
QuietRoute 60 – Clermiston Junction	Ongoing	Nov/20	Jan/22	B	M	B
QuietRoute 9 Phase 1	Summer 19	Oct/20	Nov/21	B	M	B
Calton Rd (Waverley to Leith Street)	Ongoing	Jun/20	Mar/21	B	M	B
Bioquarter to Dalkeith Road and Mayfield	Ongoing	Jun/22	Nov/23	B	L	C
St Leonards – Canongate / Holyrood Drive	Summer 19	Oct/21	Oct/22	B	M	C
Broughton Street / E London Street	2020	May/22	Jun/23	R2	M	C
QuietRoute 10 – Russel Road Link	2020	tbc	tbc	R2	M	C
A90 Barriers	Summer 19	Sep/20	Aug/21	B	S	C
One-way Street Exemptions (Phase 1)	Summer 19	Sep/20	Jun/21	B	M	C
QuietRoute 9 Phase 2	Summer 19	Dec/20	Nov/21	B	M	C
Lower Granton Road	Complete	Mar/19	Mar/20	C	M	C
QuietRoute 60 – Davidson Mains Park	Complete	Complete	Complete	C	M	C
Deanhaugh Street and Leslie Place	Complete	Feb/20	Jan/21	MFP	M	C
Guardrail Removal	Late 2019	Oct/20	Aug/21	R2	M	C
QuietRoute 61 – Niddry to Moredun via Bioquarter	Ongoing	Sep/19?	Dec/20	BC	S	C
Sighthill Crossing Link	?	Aug/20	May/21	?	S	C
City-wide Route Signs / Map Boards / Courtesy Signs	Subject to review	Nov/20	Jul/21	R2	S	C
Minor Lighting Schemes	ongoing	tbc	tbc	BC	S	C

Project	Design stage status/start	Construction Start	Construction End	Match funding status	Project Scale ¹	Project Category
Dean Park Crescent	Summer 19	Dec/20	Jul/21	?	M	C
Pennywell Road and West Granton Road	Summer 19	Jun/22	Oct/23	B	XL	C
QuietRoute 5 – Holyrood Park	Summer 19	Aug/20	Oct/21	B	L	C
QuietRoute 30 – Holyrood Park to Ratcliffe Terrace	Sep/19	Aug/21	Aug/22	B	M	C
Fountainbridge / Dundee Street	Summer 19	Apr/22	Jul/23	B	L	C
QuietRoute 6 – Meadows to Castle Terrace	Late 2019	Aug/21	Aug/22	B	L	C
North Edinburgh Path Network – Phase 2	Late 2019	Aug/21	Dec/22	R2	L	C
Crewe Road South / Orchard Brae	Late 2019	Sep/21	May/22	R2	M	C
Forthquarter – Silverknowes Prom. (Granton Link)	Summer 19	Jan/21	Sep/21	B	M	C
QuietRoute 8 – Roseburn to Gyle Links to Saughton Park	Late 2019	Jan/21	Sep/21	R2	M	C
QuietRoute 9 – A8 Gyle to Newbridge	Summer 19	Apr/21	Jun/22	B	M	C
Powderhall Railway	Ongoing	tbc	tbc	B	XL	C
Leith – Portobello (WoL to Links Place)	Late 2019	Oct/21	Oct/22	R2	M	C
Waterfront Promenade (West Shore Rd to Granton Harbour)	tbc	Nov/20	Aug/21	?	M	C
QuietRoute 20 – Craigeith to Leith Walk	Subject to review	Jun/21	Nov/22	R2	L	C
Cultins Road Shared Footway	Summer 19	Dec/20	Sep/21	B	M	C
Leith Walk / Leith Area Active Travel Links ⁴	Ongoing	tbc	tbc	CL+	XL	CL+

Notes

- 1 Project priority is an important factor in determining whether a particular project has been on hold and/or whether and when work on a project is due to start or re-start. However there are several other very relevant factors, as follows:
 - a) Inter-relationship with other projects. This has led to the start of work on several high priority projects being deferred eg. Russel Rd (CCWEL), Queen Charlotte St and Broughton St (Tram extension). The next stage of a project requiring a review of a previous or pilot stage before it can commence (eg City wide courtesy signs)
 - b) A project being at a relatively advanced stage of development (eg Dean Park Crescent), QuietRoute 5 (Holyrood Park),
 - c) A project having already been subject to protracted delays (eg Forth Quarter to Silverknowes Promenade)
 - d) Wider strategic considerations - for example Pennywell Rd and Leith Walk/Leith Area Active Travel links.
- 2 Match funding status key:

B = Bid submitted to the 2019/20 'Places for Everyone' fund for design work.

BC = Bid submitted to the 2019/20 'Places for Everyone' fund for construction work.

R2 = Depending on resources for project management and/or the outcome of scheme reviews, a bid for design work will be submitted to round 2 of the Places for Everyone programme.

C = Construction funding secured.

CL+ = See note 4 below

MFP = Match funding pool status will be sought for this project, allowing its cost to be set against other projects, thereby reducing the call on Council funds for their implementation.

MY = A multi-year funding agreement is in the process of being agreed with Sustrans

NA = Not applicable. Match funding is not currently expected for these projects.
- 3 Project Category

A Projects for which Council funding has been identified and Sustrans match funding is expected to be available under a multi-year funding agreement.

B Projects for which Council funding has been identified but delivery is subject to successful bidding for Sustrans match funding. Check 'Match funding status' column for information.

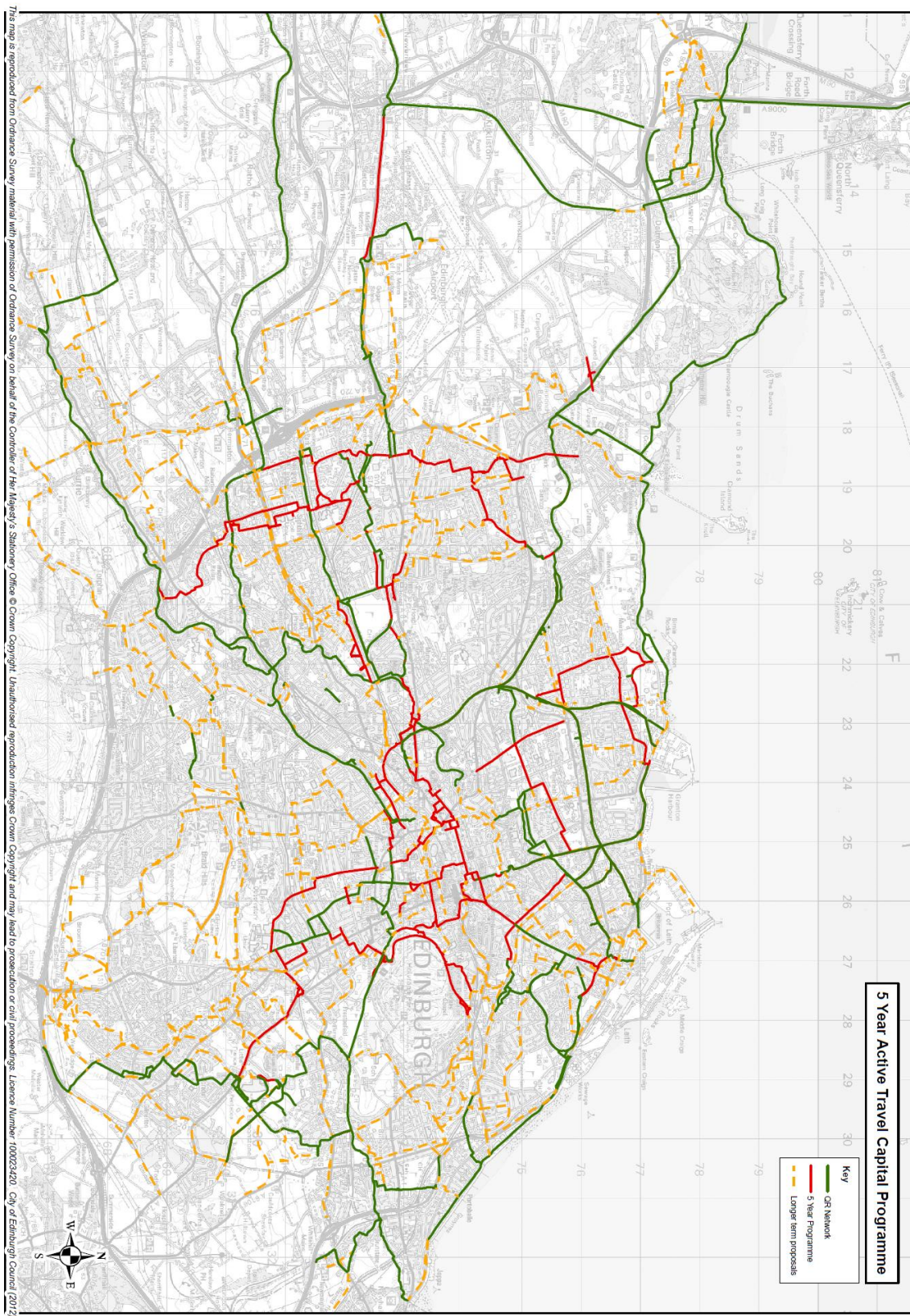
C Projects for which affordability of construction by end of financial year 2023/24 is subject to review.

CL+ See note 4 below
- 4 **Leith Walk/Leith Area Active Travel Links**

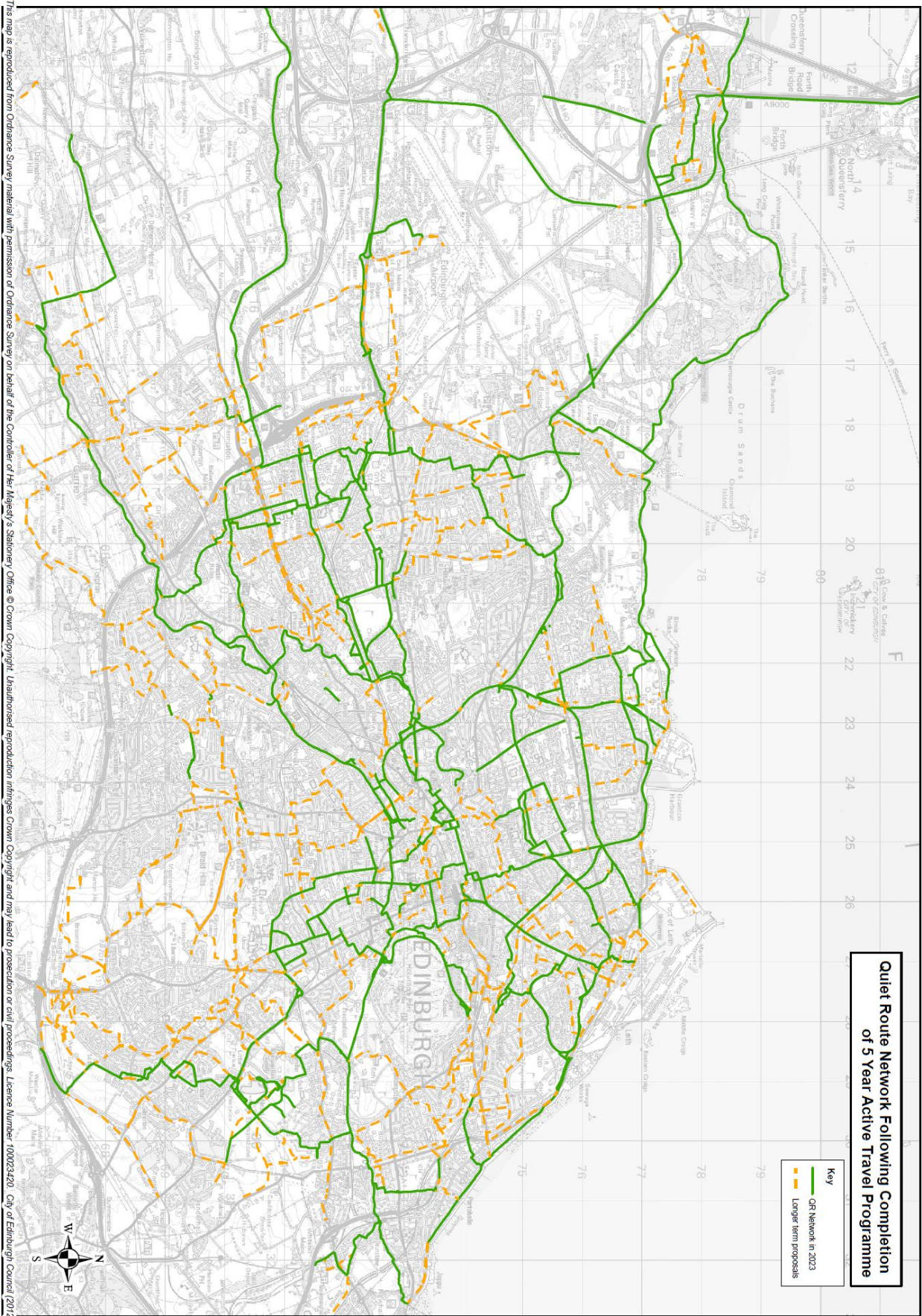
This project is subject to a bidding process for Sustrans Community Links Plus funding. Confirmation of whether Sustrans funding is available for the next stage of development is expected in July 2019.

Appendix 4

A4A: QuietRoutes and other cycling upgrades



A4B: QuietRoutes Network following completion of 2019-2023 programme



Appendix 5: Summary of proposed Active Travel Investment Programme 2019-2023

A5.1: Summary Spend profile 2019 - 2023

Cost Item	FY 19/20 £000s	FY 20/21 £000s	FY 21/22 £000s	FY 22/23 £000s	FY 23/24 £000s	Total £000s
Pre-construction	2,789	2,883	1,760	315	0	7,750
## Programme Management Office (PMO) ## Refer to section 4.28	352	367	367	367	367	1,820
Construction – prioritisation framework See Appendix 3, categories A and B projects	1,580	10,321	14,599	13,526	11,450	51,476
Total	4,721	13,571	16,726	14,208	11,817	61,046

A5.2 Council capital budget and Cycling Walking and Safer Streets

The Council funding for the proposed Active Travel Capital Programme is based on the following decisions and assumptions as set out on Appendix 10 section 9 'Budget, Funding and Cost Management':

- a Re-basing the Transport Capital budget to make explicit the Council's commitment to spend 10% of its capital budget on cycling projects, corresponding to £1,783k for financial years 19/20. This figure assumes that the overall Transport spend relevant to the 10% cycling budget commitment remains constant and will need to be amended if the relevant spend changes.
- b Utilising the remaining £6.25m of funding allocated for public realm spend as part of the proposed Active Travel Capital Programme.
- c Utilising the slippage from financial year 2018/19 from the Council budget allocated to Walking Projects (£610k) and Cycling Projects (£1,182k), i.e. £1,792k.
- d A further £500k annual allocation for active travel projects from the Road Safety, Cycling and Public Transport budget for the next five financial years between 19/20 and 23/24.
- e Expected funding from Scottish Government for Cycling, Walking and Safer Streets (CWSS). The amount confirmed for financial year 2019/20 is £500k and it has been estimated £500k for each of the subsequent financial years until 2023/24.

Council's Contribution to the Active Travel Capital Programme

Centre	Budget Item	FY 19/20 £000s	FY 20/21 £000s	FY 21/22 £000s	FY 22/23 £000s	FY 23/24 £000s	ATINP Allocation £000s
59010	Walking Projects (Block) Carried forward from FY 18/19	610	0	0	0	0	610
59244	Cycle Projects (Block) Carried forward from FY 18/19	1,182	0	0	0	0	1,182
59263	Cycling 10% (Block)	1,783	1,783	1,783	1,783	1,783	8,915
59414	Cycling, Walking and Safer Streets (CWSS)	500	500	500	500	500	2,500
59RSC	Road Safety, Cycling and Public Transport allocation	500	500	500	500	500	2,500
38070	Roads, Pavements and Public Realm	1,500	1,500	1,500	1,750	0	6,250
	Council's Total Contribution	6,075	4,283	4,283	4,533	2,783	21,957

A5.3: Sustrans Funding

At present there is significant match funding available for the implementation of the Programme. All preconstruction work for qualifying elements of the Capital Programme is 100% externally funded through Sustrans' Places for Everyone Programme.

Construction has previously been 50/50 match funded. However, there will be elements of the projects associated to challenging junctions are expected to attract 70% construction match funding, bringing up the overall funding percentage. Furthermore, Sustrans/Transport Scotland now permit other relevant projects (publicly funded or otherwise) to be included as part of a wider funding pool to match their contributions (eg Active Travel elements of Picardy Place). See A9.4 below.

Match funding from the Scottish Government via Sustrans is expected to contribute around 65% towards the overall cost of the Capital Programme.

A5.4: Third-party Funding

For the City Centre West to East Link project, the following additional funding will be made available:

- CALA & Donaldson has signed a Minute of Agreement with the Council which includes a contribution of £101,500 for cycle route.
- Included in the project funding there is a £2.68m developer's contribution secured for St. Andrew's Square construction works.

There is potential for other third-party contribution for the Capital Programme and the research on this will be continued.

Funding Availability for the Active Travel Capital Programme

Budget Concept	ATINP Allocation £000s
Council's contribution including CWSS	21,957
Sustrans' pre-construction funding (100%)	9,570
Sustrans' match funding (50 / 50) ²	30,539
Total funding available	62,066

² 70% potential contributions for Challenging Junctions not considered.
 Picardy Place active travel elements £5,800k
 CCWEL third-party funding
 CALA & Donaldson £101k
 St Andrews Sq. £2,680k

Appendix 6: Visualisations of QuietRoutes projects

A6A: George IV Bridge with Meadows to George St project implemented.

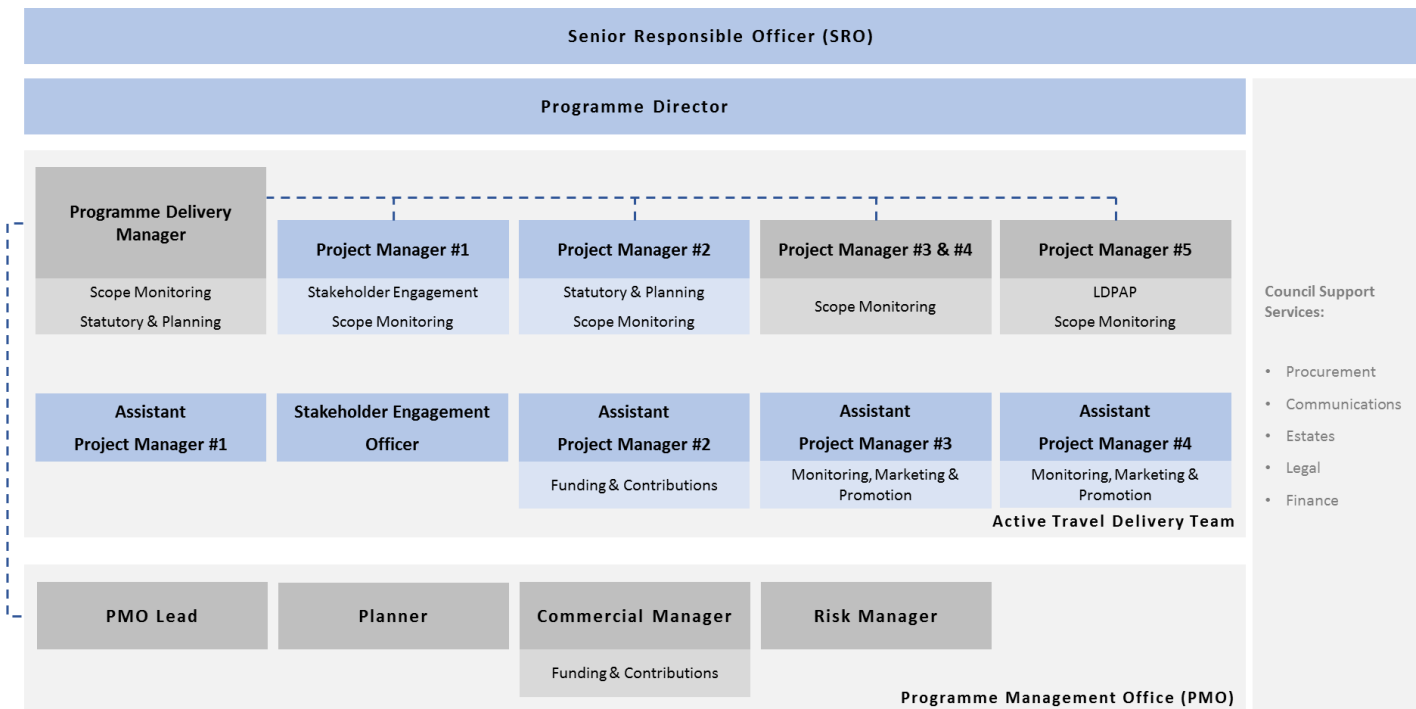


A6B: Haymarket with City Centre West to East Link project implemented.



Appendix 7: Proposed revised programme and project management structure for Active Travel Investment Programme and Local Development Plan Action Programme (Active Travel)

Table A5.1 PMO Team Structure



The core principles underpinning this specific governance structure are:

- Strong leadership from the top of the client body, key stakeholders and the contractor(s) selected to carry out the works.
- Strong political support and regular reporting on risks, issues and costs.
- Clearly defined roles and responsibilities within the client organisation with clear reporting lines.
- Compatible with the Council's grades and team structures.
- Provides a strong sense of project ownership by individuals.
- Clear management information used to report at all project levels.
- Professional programme and project management support within the client organisation.

Appendix 8: Before and After photos of projects incorporating Edinburgh Street Design Guidance

Before



After



Appendix 9: Funding Sources and Match Funding

How Sustrans match funding works: Illustrative hypothetical scenarios for an £11.5M project (£10M construction cost)

a. Examples without match funding pool

Scenario	Design Cost	Construction Cost	Challenging Junctions Proportion (from construction)	Sustrans Design Funding 100%	Sustrans Construction Match Funding	Sustrans Dangerous Junctions Funding	Project Cost	Total Sustrans Funding	Cost to Council	% of total cost born by Council
A	£1.5m	£10.0m	0	£1.5m	50% of £10.0m £5.0m	0	£11.5m	£6.5m	£5.0m	43.5%
B	£1.5m	£10.0m	30% of £10.0m £3.0m	£1.5m	50% of £7.0m £3.5m	70% of £3.0m £2.1m	£11.5m	£7.1m	£4.4m	38.3%
C	£1.5m	£10.0m	50% of £10.0m £5.0m	£1.5m	50% of £5.0m £2.5m	70% of £5.0m £3.5m	£11.5m	£7.5m	£4.0m	34.8%

100% funding for the design process means that, overall, less than 50% of project costs are met by the Council. When a project includes challenging junctions, the percentage of costs met by the Council can fall significantly further.

b. Impact of match funding pool on the same example projects

Scenario	Costs (£M) prior to impact of match funding pool project				Impact of match funding pool project				
	Project Cost	Total Sustrans Funding	Cost to Council	% of total cost born by Council	Illustrative £2.5M match funding pool project	Project Cost	Total Sustrans Funding	Cost to Council	% of total cost born by Council
A	£11.5m	£6.5m	£5.0m	43.5%	£2.5m	£11.5m	(£6.5m + £1.25m) £7.75m	£3.75m	32.6%
B	£11.5m	£7.1m	£4.4m	38.3%	£2.5m	£11.5m	(£7.1m + £1.25m) £8.35m	£3.15m	27.4%
C	£11.5m	£7.5m	£4.0m	34.8%	£2.5m	£11.5m	(£7.5m + £1.25m) £8.75m	£2.75m	23.9%

Match funding pool projects are those which make active travel improvements but do not themselves attract Sustrans funding. In the case above, a £2.5M match funding pool project has the effect of increasing the Sustrans contribution to the project concerned by £1.25m and reducing the Council contribution by the same amount. An example of a real match funding pool project is the active travel improvements on Leith St, Picardy Place and York Place

26 February 2019

Programme Delivery Plan

Version Issued to Client

**Active Travel Programme
City of Edinburgh Council**

making the **difference**

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T&E Committee	Issued to Client	C Torres	S Jackson	10 June 2019

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1 Executive Summary

This Programme Delivery Plan is a core approved document that provides a strategic framework and a consistent methodology around programme delivery for the completion of the projects and actions within the Active Travel Capital Programme, which includes those projects aimed to strengthen the Active Travel Action Plan's (ATAPs) QuietRoutes network.

The Council is also bringing forward the LDPAP, which consists of the transport actions within the Local Development Plan Action Programme associated to create a series of active travel links and improvements to serve the new developments. The specific approach to LDPAP is set out in this Programme Delivery Plan as Appendix G.

Each programme will be developed individually but the delivery methodology and reporting structures and templates will be consistent allowing for close monitoring and scrutiny of progress and expenditure.

The core subject of this Programme Delivery Plan is the proposal to establish a Programme Management Office (PMO). The proposed design for this PMO offers a resilient structure which provides continuity on programme delivery through an effective Client organisation based on the coordinated roles of advisors and Council officers and managers.

The PMO approach on the Capital Programme and the LDPAP will provide programme management leadership, therefore, increasing the chance of maintaining strong political support through regular reporting on outputs delivered, as well as risks, issues and costs.

The roles of the PMO Lead and the programme controls – Planner, Commercial Manger, Risk Manager – are pivotal to guarantee an efficient management of the programme's budget and resources.

A prioritisation framework has been created to manage project prioritisation mainly based on strategic, resource and complexity criteria. There is a prioritisation framework for each individual programme (Capital Programme & LDPAP).

The prioritisation framework is a smart tool that, together with the proposed PMO, will allow the Council to introduce additional stakeholder requirements in the context of two live programmes without pulling back well progressed projects.

1.1 Issue Status

The PMO Lead is the owner of the PDP and will ensure the proper administration of the document through revision and controlled re-issue.

Recipient of documents will be required to confirm that current issues are held and that relevant people are holding applicable information. The status of the PDP and appendices will be identified within each revision.

2 Programme Overview

2.1 Programme Name

Active Travel Capital Programme

2.2 Client

The City of Edinburgh Council

2.3 Key Milestones

The key milestones are:

Table 1 - Programme Key Milestones

Milestone Activity	Milestone
Prioritisation Framework Agreed	Jan 2019
Complete PDP and Client Sign Off	Apr 2019
T&E Committee Meeting	28 th Jun 2019
PMO Resourcing and Set Up	May/Jun 2019
Framework Procurement	Dec 2019
Completion – City Centre West to East Link	May 2021
Completion – Meadows to Union Canal	Feb 2022
Completion – Roseburn Path to Union Canal	Jan 2023
Completion – Bioquarter to Dalkeith Road	Dec 2023
Completion – West Edinburgh Link	Jun 2024
Completion – Meadows to George Street	Jul 2024

2.4 Active Travel Programme History

2.4.1 Active Travel Action Plan (ATAP)

In September 2010 the first edition of the City of Edinburgh Council’s Active Travel Action Plan was approved, setting out a set of actions with the objective of increasing the number of trips made by walking and cycling.

This ATAP was initially developed and being delivered in partnership with Sustrans, Paths for All, NHS Lothian, Transport Scotland, Spokes, Living Streets Scotland and others including Edinburgh’s universities and colleges, as well as Essential Edinburgh.

A review of the plan was carried out in 2013 and the current version was developed in late 2015, being published in January 2016. It measures the progress on the actions and updates them.

The plan pursues the wider objectives of the Council’s Transport 2030 Vision and its Local Transport Strategy 2014-19, as well as the Road Safety Plan for Edinburgh 2020.

2.4.2 Edinburgh’s Local Development Plan (LDP)

The LDP was published in November 2016 and sets out policies and proposals relating to the development and use of land in the Edinburgh area, informing decisions on investment opportunities and the provision of infrastructure and community facilities.

It is accompanied by an Action Programme which establishes how the Council intends the plan to be implemented. It includes a list of actions required to deliver the policies and proposals, informing about delivery responsibilities and expected timescales.

2.4.2.1 Local Development Plan Action Programme (LDPAP)

The LDPAP was initially published on December 2016 with a later review dated January 2018. The latest revision of the LDPAP has been published on January 2019.

The Action Programme is intended to help align the delivery of the LDP with corporate and national investment in infrastructure. It is informed by the annual Housing Land Audit and Completions Programme (HLACP).

This LDPAP should be read alongside LDP Policy Del 1 (Developer Contributions) and Supplementary Guidance on Developer Contributions and Infrastructure Delivery.

2.4.3 Edinburgh Design Guidance (EDG)

This updated guidance, published in October 2017, sets out the Council’s expectations for place making and design in Edinburgh, emphasizing the creation of places that strengthen the development of a compact, sustainable city through support to active travel and public transport actions, landscape, biodiversity and green infrastructure.

2.4.3.1 Edinburgh’s Street Design Guidance (ESDG)

Section 4 of the EDG presents the Council’s ESDG, which was approved by the Transport and Environment Committee on 25th August 2015 and the Planning Committee on 3rd October 2015. The ESDG will contribute to realise the Council’s key aim to provide streets that give priority to sustainable travel (walking, cycling and public transport).

The design principles set out in this guidance shall be the base to technically develop the ATAP, as well as the Local Development Plan associated actions. This guidance is supplementary to the Local Development Plan, being one of several user focused pieces of guidance which interpret the policies set out in it.

2.5 Programme Constraints

2.5.1 Financial

As detailed on section 9.1, the budget for the Capital Programme is made up by capital funding from the Council, funding from Sustrans through their programmes Places for Everyone and Dangerous Junctions and third-party contributions.

Table 2 - Programme Budget

Work stream	Concept	(£)
Council Funding for Active Travel	See section 9.1 for a breakdown of the Council contribution	£22m
Sustrans Funding	Pre-construction & construction	£40.1m

The budget will be refined and a detailed cashflow developed during the Programme Set Up phase to take account of all the anticipated contributions from Sustrans.

2.5.2 Time

2.5.2.1 Dependencies

Some of the projects within the Capital Programme are linked to the delivery of other actions by the City of Edinburgh Council such as the City Centre Transformation Programme or Edinburgh Tram York Place to Newhaven, which may condition timescales.

2.5.2.2 Sustrans' Places for Everyone

Places for Everyone is an annual grant funding programme for all project stages from inception to construction. For this year, the projects must be completed and claimed by 15th May 2019.

For projects that require longer-term funding, partners can phase the project over successive years, applying each year, or may be eligible for a multi-year funding commitment depending on the scale.

2.5.3 Project Prioritisation

While this PDP sets out the agreed prioritisation of projects, this needs to be viewed in the context of changing requirements from both external stakeholders such as Sustrans, and the realignment of Council objectives as the Programme progresses. It is important to note that changes brought about as a consequence of the above will need to be tracked and subject to a formal change management process signed off by the Programme Board.

The baseline prioritisation framework will be further developed according to Sustrans' Places for Everyone Application Guide (March 2019), particularly in the assessment of the strategic value of projects, during the Programme Set Up phase. This will allow to provide a more consistent approach to decision making when there is a change of requirements or new projects are added to the prioritisation framework.

2.5.4 Physical and Environmental

No programme-level physical or environmental constraints have been identified at this time. However, there are likely to be project-specific constraints that would need to be managed in each individual Project Execution Plan.

2.5.5 Statutory Planning

2.5.5.1 Roads

All road works will be governed by the Traffic Regulation Order (TRO) and the Redetermination Order processes in order to minimise disruption to road users, pedestrians and the general public.

2.5.5.2 Consents

Other consents have been identified for the projects sitting in the Capital Programme:

- Planning Permission;
- Historic Environment Scotland for listed monuments; and
- Network Rail.

Other forms of approval may still be necessary for the proposed works.

2.5.5.3 Land Acquisition

In a number of projects the acquisition of land will be required to deliver the construction works.

3 Programme Governance and Organisation

3.1 Governance Overview

The work carried out since December 2018 in collaboration with the City of Edinburgh Council's officers responsible for the Active Travel Programme has provided an insight and a series of lessons learned that allow a logical review of the governance structures currently in place.

The key principles underpinning this specific governance structure are:

- Strong leadership from the top of the client body, key stakeholders and the contractor(s) selected to carry out the works.
- Strong political support and regular reporting on risks, issues and costs.
- Clearly defined roles and responsibilities within the client organisation with clear reporting lines.
- Compatible with the Council's grades and team structures.
- Provides a strong sense of project ownership by individuals.
- Clear management information used to report at all project levels.
- Professional programme and project management support within the client organisation.

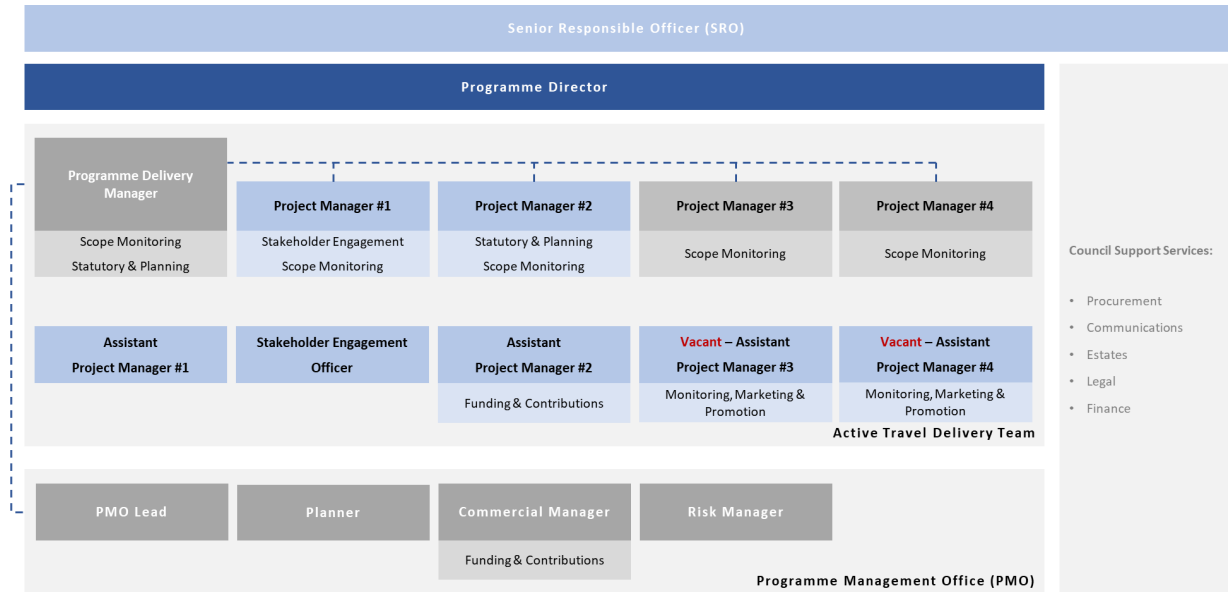
3.1.1 Governance Structure

Set out below at Figure 1 is the governance structure for the Active Travel Capital Programme. Overall responsibility for the Programme resides with the Programme Director. The day to day responsibility resides with the Programme Delivery Manager supported by the PMO Lead. The Programme then identifies four workstreams related to scope monitoring; stakeholder engagement; funding and contributions; and statutory & planning allocating responsibilities to Project Managers as shown on Figure 1.

Project Managers will also work on multiple projects and will be responsible for overall delivery supported and coordinated by the Programme Delivery Manager and reporting progress through the Programme Management Office, creating a strong sense of project ownership. Council support services will be required throughout the duration of the Programme and these are shown on the right hand side of the figure below.

The boxes in blue are Council staff and the grey boxes denote Turner & Townsend / Anturas personnel.

Figure 1 - Active Travel Programme Governance Structure

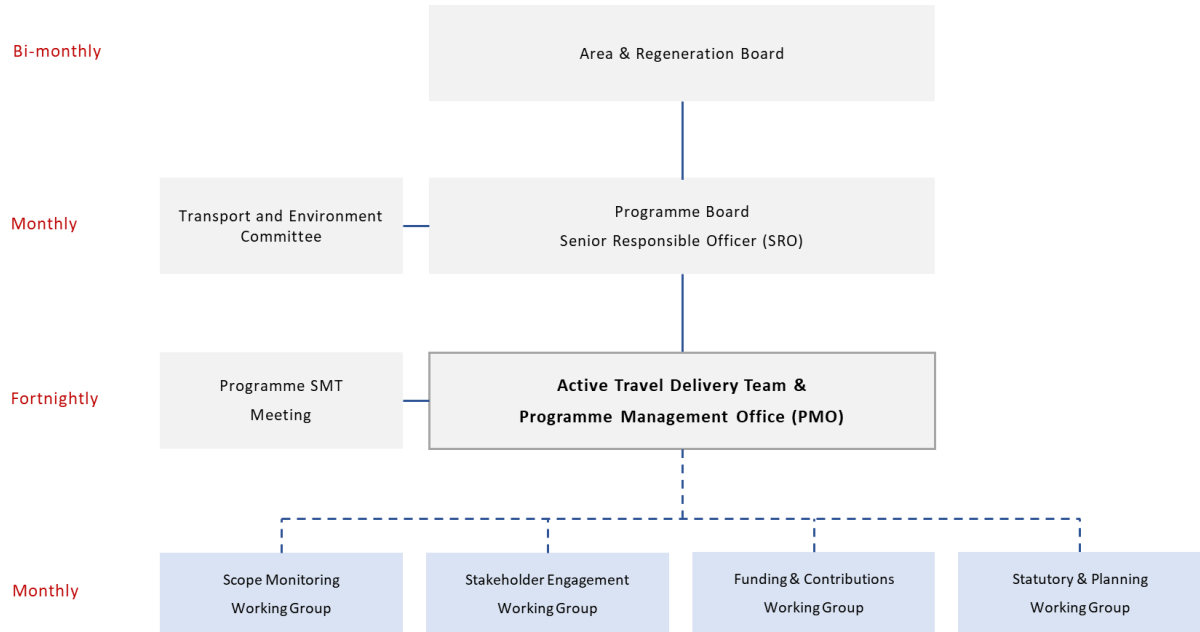


This Programme governance is wrapped within the meeting structures shown in Figure 2. The Area & Regeneration Board is responsible for programme sponsorship and meets every two months. Formal papers on progress will be submitted to the Board as required. A separate Programme Board has also been established and is chaired by the Programme Senior Responsible Officer (SRO). This will meet monthly and will be the main decision making body, the PMO will provide formal papers to the Programme Board monitoring progress, expenditure and setting out any key decisions required. The working groups shown in Figure 2 are non-exhaustive and follow the governance structure set out above in Figure 1.

At present, political oversight is provided through the Transport and Environment Committee. Consideration should be given to establishing a separate All Party Oversight Group for the duration of the Programme in line with this governance structure.

Further details of the various meetings are set out in section 5.4 of this PDP.

Figure 2 - Active Travel Programme Key Meetings



3.2 Delegated Authority

To ensure suitable flexibility within agreed governance arrangements the following provisions are in place:

- a The Programme Director is given authority from the Programme Board to manage the Programme budgets;
- b The PMO Lead and the Programme Delivery Manager will seek approval from the Programme Director for all strategic decision making in regard to contract award, expenditure and change management including any variation to external consultancy contracts.

Expenditure will be reported to the Board on a monthly basis and any risk of overspend will be highlighted to the Board as soon as reasonably practicable.

4 Programme Management

4.1 Overview

The various parties to the Programme, their roles, responsibilities and relationships are described below. The main purpose of this section is to clarify who is responsible for which activities and to ensure there is no duplication or gaps.

All parties should make a concerted effort to ensure that continuity of personnel is maintained at all times. Every external organisation appointed by the Council to participate on the Programme shall designate a specific senior contact, who is to take responsibility for the proper discharge of their own organisation's services.

4.2 Project Scale

In order to assign project ownership, a division has been established into small, medium and large scale projects based on the levels of controls defined on Table 9, which will be combined with the four project categories established in Sustrans' Places for Everyone Guidance (March 2019).

Project Scale	Level of Control	Places for Everyone
Small	LOC 1	Category 1
Medium	LOC 2	Category 2
Large	LOC 3	Categories 3 & 4

4.3 Programme Management Team

4.3.1 Organisation Chart

As well as taking day to day responsibility for a number of projects, each of the Project Managers has also been assigned a certain level of responsibility over each of the focused workstreams proposed as shown on Figure 3 below: scope monitoring, stakeholder management, funding & contributions, statutory & planning.

Regarding the scope monitoring workstream, the Programme Delivery Manager will have overall responsibility at Programme level, ensuring that each project's outputs are consistent with the Programme strategic direction.

Figure 3 - Active Travel PMO Org Chart

Programme Director				
Programme Management Office	Scope Monitoring	Stakeholder Engagement	Funding & Contributions	Statutory & Planning
PMO Lead	Programme Delivery Manager	Project Manager #1	Commercial Manager	Programme Delivery Manager
Commercial Manager / Planner / Risk Manager	Project Managers	Stakeholder Engagement Officer	Assistant Project Manager #2	Project Manager #2
<ul style="list-style-type: none"> • Programme Set Up • Master Schedule Management • Project Specific PEP Development • Change control • Progress assessment, analysis and reporting • Cost management and control • Programme cashflow • Budget and cost reporting • Risk & Value Management • Risk dashboard reporting • Handback / Benefits Realisation 	<ul style="list-style-type: none"> • Programme Delivery • Framework Procurement • Resource Onboarding • Scope Definition • Client Technical Lead • Design Manager • Project Prioritisation • Health and Safety Management • Environmental Management 	<ul style="list-style-type: none"> • Stakeholder Engagement Working Group(s) • Consultation Management • Stakeholder Management • Published Material 	<ul style="list-style-type: none"> • Funding and Contributions Working Group • Sustrans funding applications plan • Sustrans funding monitoring • Developer contributions monitoring • Research additional third-party potential for contributions 	<ul style="list-style-type: none"> • Statutory and Planning Working Group • Land Acquisition • TRO / Redetermination Orders • Consents

4.3.2 Key Roles and Responsibilities

The table below lists the key roles involved in the Programme and sets out their high level responsibilities:

Table 3 - PMO Team Roles & Responsibilities

Role	Focused Workstream	Responsibilities
Programme Director	n/a	Client Programme lead providing direction and authorisation to the Programme Delivery Manager, Project Managers and the PMO Lead. Management of the full PMO team being a visible, engaged and active leader. Escalate matters in a timely manner utilising the agreed governance structures ensuring the Board has enough information to inform robust decision making.
Programme Delivery Manager	Scope Monitoring Statutory & Planning	Provide support to the Programme Director to create an open, honest and positive culture committed to delivering at pace. Work with the PMO Lead in identifying key issues and providing any necessary information to support the escalation of matters in a timely manner utilising the agreed governance structures. Coordinate all work on the Programme ensuring a joined-up approach. As Scope Monitoring Lead, responsible for ensuring that deliverables are consistent with the Council's strategic direction. Oversight of the required statutory processes related to roads, traffic management, planning and land acquisition.
PMO Lead	n/a	Overall responsibility for the Programme Management Office ensuring the Programme is being managed on

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Role	Focused Workstream	Responsibilities
		time and on budget and meeting all relevant targets and milestones. Work with the Programme Delivery Manager in identifying key issues and providing any necessary information to support the escalation of matters in a timely manner utilising the agreed governance structures.
Commercial Manager	Funding & Contributions	Management of budgets, cost reporting and provision of strategic commercial advice. Coordinate the following workstreams related to Funding & Contributions: <ul style="list-style-type: none"> • Planning and coordination the application processes for Sustrans' funding; • Monitoring the contributions from developers and their utilisation across the Programme, including their potential to match Sustrans' funding; • Research of potential third-party sources for additional contributions.
Planner	n/a	Establishment and maintenance of the Programme Master Schedule. Production of progress information and data to support Programme decision making process.
Risk Manager	n/a	Development and management of the Programme risk register including periodic quantitative risk analysis as agreed with the Programme Board.
Project Manager #1	Stakeholder Engagement	Responsible for the management and delivery of the assigned large-scale projects. Client lead on internal and external stakeholder management, building strong and effective relationships with key stakeholders across the Programme. Coordinate and link with other Council programmes, initiatives and schemes. Deputise for Programme Delivery Manager as required with all responsibilities delegated as appropriate.
Project Manager #2	Statutory & Planning	Responsible for the management and delivery of the assigned large-scale projects as defined in section 4.2. Support the Programme Delivery Manager on the Statutory & Planning workstream and lead on land acquisition processes. Coordinate and link with other Council programmes, initiatives and schemes.
Project Managers #3 & #4	n/a	Responsible for the management and delivery of the assigned medium to large scale projects. Coordinate and link with other Council programmes, initiatives and schemes.
Stakeholder Engagement Officer	Stakeholder Engagement	Build strong and effective relationships with key stakeholders across the Programme and provide support to the Project Manager #1 in leading

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Role	Focused Workstream	Responsibilities
		stakeholder management and ensuring that communication processes are effective.
Assistant Project Manager #1	n/a	Responsible for the management and delivery of small to medium scale projects supervised by the Project Manager #1. Input to Renewals Programme.
Assistant Project Manager #2	Funding & Contributions	Responsible for the management and delivery of small to medium scale projects supervised by the Project Manager #2. Provide support to the commercial manager on the Funding & Contributions workstream.
Assistant Project Managers #3 & #4	n/a	Responsible for the management and delivery of small to medium scale projects supervised by the Project Managers #3 & #4.

5 Communication

5.1 General Communication

The Programme Delivery Manager shall be the focus of all communications for the Programme.

It is recognised that direct contact between the team will take place and suitable records should be kept as necessary by the relevant team member.

Either the Programme Delivery Manager or the PMO Lead shall be copied on all correspondence related to key aspects of the Programme as required, which shall include correspondence to/from the Council and parties outside of the management team.

5.2 Written Communication

All items of written communication such as reports, email and letters will be referenced according to the criteria set in section 15.

5.3 Verbal Communication

Generally verbal communication is promoted as it is the quickest, most efficient method of communication. However, where necessary, verbal communication should be recorded via written communication and copied to the required management team members.

5.4 Meetings

To ensure the above governance structure is managed appropriately the following key meetings will be required as summarised on Appendix B:

5.4.1 Area & Regeneration Board Meeting

Chair	Head of Service – Place Development	Membership Existing Place Personnel Programme SRO Programme Director Programme Delivery Manager If required: PMO Lead
Location	Waverley Court	
Frequency	Bi-monthly	
Duration	Bi-monthly	
Purpose	To provide oversight of all areas of the Programme and to highlight and resolve key issues that remain unresolved at Programme Board.	
Standard Agenda Items	Progress and financial update	
Decisions	No specific decisions	
Escalations	Executive Director of Place	
Reporting Route	n/a	

5.4.2 Programme Board

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Chair	Senior Responsible Officer	Membership
Location	Waverley Court	
Frequency	Monthly	
Duration	1.5 hours	
Purpose	To provide clear operational oversight of all areas of the Programme as client, to provide challenge to issues and change requests and to be the client sign off point for change requests.	
Standard Agenda Items	Minutes of last meeting Presentation by Programme Director of monthly Risk Dashboard and Summary Dashboard Questions & Answers	
Decisions	Identification of issues for escalation Confirmation of potential changes to be actioned through formal change process Client agreement of change request applications including the incorporation of new projects into the prioritisation framework Approve information to be sent to the Active Travel Forum (see Status Guide on Appendix C)	
Escalations	Area & Regeneration Board	
Reporting Route	Area & Regeneration Board	
		Senior Responsible Officer
		Senior Manager Road Safety and Active Travel
		Programme Director
		Programme Delivery Manager
		PMO Lead
		Senior representatives from:
		Communications
		Planning
		Procurement
		Legal
		Finance

5.4.3 Senior Management Team

Chair	Programme Director	Membership
Location	Waverley Court	
Frequency	Fortnightly	
Duration	2 hours	
Purpose	To review Capital Programme actions, progress and key decision requirements	
		Programme Director
		Programme Delivery Manager
		PMO Lead

	To agree strategic decisions requiring escalation to Programme Board	Commercial Manager Planner Risk Manager Project Managers #1, #2, #3, #4
Standard Agenda Items	PMO Lead update Key decisions and issues resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Programme Board	
Reporting Route	Programme Board	

5.4.4 Report Progress Meeting

Chair	PMO Lead	Membership PMO Lead Commercial Manager Planner Risk Manager Project Managers Assistant Project Managers
Location	Waverley Court	
Frequency	Monthly	
Duration	2 hours	
Purpose	To report on specific project progress and key decision requirements to allow the PMO to draft the Programme Board monthly report.	
Standard Agenda Items	Project progress update including commercial and schedule Key decisions and issues resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.4.5 Scope Monitoring Working Group

Chair	Programme Delivery Manager	Membership
Location	Waverley Court	

Frequency	Monthly	Programme Delivery Manager PMO Lead Project Managers #1, #2, #3, #4 Design Consultants Appointed Representatives
Duration	2 hours	
Purpose	To review scope interfaces with other projects and assess potential delivery synergies and alignment with strategic objectives.	
Standard Agenda Items	Projects dependencies and requirements Project prioritisation Technical and design issues Construction constraints Potential synergies between projects	
Decisions	Projects update Identification of synergies and scope change requirements Solutions and agreement Identification of issues for escalation	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.4.6 Stakeholder Engagement Working Group

Chair	Project Manager #1	Membership Programme Delivery Manager Project Manager #1 Stakeholder Engagement Officer Project Managers #2, #3, #4 Key stakeholders from Active Travel Forum
Location	Waverley Court	
Frequency	As required / monthly	
Duration	2 hours	
Purpose	To review stakeholder actions, required inputs to design and schedule. Management of interface with other programmes or actions and key stakeholders along with communication requirements.	
Standard Agenda Items	Key stakeholder issues for discussion Communications planning	

Decisions	Identification of issues for escalation	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.4.7 Funding & Contributions Working Group

Chair	Commercial Manager	Membership Programme Delivery Manager PMO Lead Commercial Manager Assistant Project Manager #2 Finance Lead Legal Lead
Location	Waverley Court	
Frequency	As required / monthly	
Duration	2 hours	
Purpose	To review funding and contributions related actions, progress on applications for funding, monitoring of developer contributions and potential opportunities for funding.	
Standard Agenda Items	Key issues for discussion Progress on applications for Sustrans' funding Status of contributions from developers Potential funding opportunities	
Decisions	Identify and agree on required funding and contributions related actions Identification of issues for escalation	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.4.8 Statutory & Planning Working Group

Chair	Programme Delivery Manager	Membership Programme Delivery Manager Senior Manager Road Safety and Active Travel Project Manager #2
Location	Waverley Court	
Frequency	As required / monthly	
Duration	2 hours	
Purpose	To review planning, traffic management and land requirements actions and progress.	

Standard Agenda Items	Key issues for discussion Progress on planning, TRO/RSO and land acquisition processes	Project Managers #1, #3, #4 Legal Lead Estates Lead
Decisions	Agree strategies to deliver requirements Identification of issues for escalation	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.5 Reporting

A structured reporting process is essential and it will be used as a key formal communication tool of the Programme.

Throughout the Programme the following reports will be used to inform decision making and provide a progress update to the SRO and the Board on a monthly basis:

- Risk Dashboard (see section 10.5.2);
- Monthly Summary Dashboard to be issued to the Programme Board members in advance of the Programme Board. A supporting supplementary report will be issued, if required, explaining variances on scope, schedule or cost;
- Project Status Guide. The guide will be used to update the Active Travel Forum on specific project progress. See template on Appendix C.

5.6 Published Material

All contact with the media in any format will be under authority of the City of Edinburgh Council and will be coordinated by the Stakeholder Engagement Officer through the Council's communications team in consultation with the Programme Director.

The information will be saved and controlled as detailed on section 15.

6 Prioritisation Framework

6.1 Approach to Project Prioritisation

During early January 2019 two workshops were carried out with the Programme Director to prioritise projects and actions within the Capital Programme.

The approach to project prioritisation was agreed with the Client prior to these workshops and is based on scoring the criteria detailed below against different scenarios.

- a **Contribution to Strategy.** This condition is based on the project's level of alignment with the strategic objectives of the Capital Programme which, in brief, consists on connecting the QuietRoutes network to and through key destinations. This criteria will be further developed during the Programme Set Up phase according to Sustrans' Places for Everyone Guidance (March 2019). This work will be undertaken by the PMO Lead and overviewed through the Scope Monitoring Working Group.
- b **Resource Requirements.** Based on the size of the team and the level of specialization required to deliver the scope.
- c **Delivery Risk and Complexity.** Based on the complexity of the stakeholder environment, the level of dependencies with other actions or projects and the construction complexity and constraints.

The prioritisation framework for the Capital Programme is listed with the associated scores on Appendix C. Those projects that have been dropped from the prioritisation framework will be developed to a point that the traffic requirements have been established given that, through Places for Everyone, Sustrans can provide 100% of the funding for all approved preconstruction costs for projects.

6.1.1 Key Assumptions

The following assumptions have been followed, after consultation with the Client, during project prioritisation:

- Cost criteria has been ruled out as a driver for prioritisation, assuming a total budget availability to establish the final lists of prioritised actions and projects for each of the workstreams.
- Therefore, every project is analysed based on its financial impact (cost estimate against expected third-party contribution) and budget availability.

6.1.2 Prioritisation Tool Management and Update

Additional projects are expected to be initiated during the lifecycle of the Programme. These projects will have to be prioritised according to the criteria above and managed according to their score. Therefore, the prioritisation framework will be required to be updated.

The inclusion of new projects within the agreed prioritisation framework will be a responsibility of the Programme Delivery Manager in consultation with the Programme Director and will require formal approval from the Programme Board. All these roles will be briefed on how to manage the tool established for this purpose.

This prioritisation framework constitutes a baseline which has been agreed with the Client. It will be subject to a quarterly review by the Scope Monitoring Working Group and controlled as follows:

Table 4 - Prioritisation Framework Baseline and Reviews

Baseline	Description	Revision	Date
Baseline	Agreed Capital Programme prioritisation framework	V00	April 2019
Baseline 1	Jul 2019 Capital Programme Prioritisation Framework Update	V01	July 2019
Baseline 2	Oct 2019 Capital Programme Prioritisation Framework Update	V02	October 2019
Baseline 3	Jan 2020 Capital Programme Prioritisation Framework Update	V03	January 2020
Baseline 4	Apr 2020 Capital Programme Prioritisation Framework Update	V04	April 2020
Baseline 5	Jul 2020 Capital Programme Prioritisation Framework Update	V05	July 2020
Baseline 6	Oct 2020 Capital Programme Prioritisation Framework Update	V06	October 2020
Baseline 7	Jan 2021 Capital Programme Prioritisation Framework Update	V07	January 2021
Baseline 8	Apr 2021 Capital Programme Prioritisation Framework Update	V08	April 2021
Baseline 9	Jul 2021 Capital Programme Prioritisation Framework Update	V09	July 2021
Baseline 10	Oct 2021 Capital Programme Prioritisation Framework Update	V10	October 2021
Baseline 11	Jan 2022 Capital Programme Prioritisation Framework Update	V11	January 2022
Baseline 12	Apr 2022 Capital Programme Prioritisation Framework Update	V12	April 2022
Baseline 13	Jul 2022 Capital Programme Prioritisation Framework Update	V13	July 2022
Baseline 14	Oct 2022 Capital Programme Prioritisation Framework Update	V14	October 2022
Baseline 15	Jan 2023 Capital Programme Prioritisation Framework Update	V15	January 2023
Baseline 16	Apr 2023 Capital Programme Prioritisation Framework Update	V16	April 2023
Baseline 17	Jul 2023 Capital Programme Prioritisation Framework Update	V17	July 2023
Baseline 18	Oct 2023 Capital Programme Prioritisation Framework Update	V18	October 2023
Baseline 19	Jan 2024 Capital Programme Prioritisation Framework Update	V19	January 2024

Reviews of the Prioritisation Framework will include the following:

- Projects dropped in previous versions of the Prioritisation Framework that has potential to be delivered at the date of the review. This can be consequence of a change of the strategic context or the budget constraints;
- Additional projects that need to be considered as part of the Capital Programme and, therefore, need to be prioritised.

When adding a new project to the framework the following needs to be considered:

- It is a condition of the framework that those projects where all the stages prior to orders have been complete will only be dropped from the list in exceptional circumstances when additional projects are introduced.
- Therefore, the score of each project will be affected by its stage of completion to reflect the logical requirement of prioritising those projects where a higher level of resource has been utilised.

7 Baseline Master Schedule and Management Protocols

7.1 Roles and Responsibilities

The responsibility for the update and issue of the Programme Master Schedule will be with the Planner.

7.2 Master Schedule Overview

A Capital Programme master schedule has been established utilising Primavera P6 software. The master schedule contains 33 approved prioritised projects which have all been established from the same programme template. This has been done to ensure consistency of reporting across a set of consistently named, pre-agreed milestones and activities. The project schedule template was agreed by the Active Travel team.

Following this, a number of meetings and workshops were held to establish timescales and background information for each project with the appropriate team members. For those projects where work has already commenced not all activities may be appropriate. Where possible, the key milestones for each Level 2 WBS section have been retained and actual dates applied.

There is funding available from Sustrans through their Places for Everyone Programme to fund 100% of preconstruction costs for all approved projects. Therefore, design those projects dropped from the prioritisation framework will be progressed to a point that the traffic requirements are established and ready to go through TRO and Redetermination Order processes.

7.2.1 Work Breakdown Structure

Set out below is the work breakdown structure (WBS) in place for each project within the context of the Capital Programme aimed to give consistency and unify the delivery structure for the different projects. It is possible that not every WBS element is appropriate for each project. Appendix D shows the P6 programme template project that has been used.

Set out below are the activities considered for each project within the context of the Capital Programme aimed to give consistency and unify the delivery structure for the different projects. It also includes a block of programme set-up activities and general procurement:

Table 5 - Capital Programme WBS

Level	Work Breakdown Structure	Notes
1	PMO Set Up	
2	Resourcing and Set Up	
2	Framework Procurement	See section 8
Active Travel – Template Project		
1	Active Travel – Template Project	
2	Mobilisation	
2	Feasibility	
2	Land Acquisition	May not be required for each project
2	Preliminary Design	
2	Consultation	
2	Orders	

Level	Work Breakdown Structure	Notes
3	TRO	
3	RSO	
2	Consents	
2	Detailed Design	
2	Procurement	
2	Construction	
2	Handback / Benefits Realisation	Including monitoring, marketing and promotion activities

7.3 Master Schedule Update Procedure

The Capital Programme Master Schedule will be updated once a month as outlined in section 5.5. The monthly schedule update will be carried out by the Planner. The dedicated Project Managers and Assistant Project Managers will be accountable for providing the information to be able to update the schedule.

All associated reporting will be issued to the Board members in advance to the Board meeting and a monthly primary baseline will be saved for reporting purposes.

7.4 Maintenance and Master Schedule Change Control

Any change in the schedule baseline will be subject to a formal change procedure as detailed on section 11. A change in the schedule baseline will only be considered in the cases detailed on Table 12.

Baselines will be saved each month and version controlled as follows:

Table 6 - Master Schedule Baseline and Reviews

Baseline	Description	Rev	Date
Baseline	Agreed Capital Programme Baseline Master Schedule	V00	April 2019
Baseline 1	May 2019 Capital Programme Master Schedule Update	V01	May 2019
Baseline 2	Jun 2019 Capital Programme Master Schedule Update	V02	Jun 2019
Baseline 3	Jul 2019 Capital Programme Master Schedule Update	V03	July 2019
Baseline 4	Aug 2019 Capital Programme Master Schedule Update	V04	August 2019
Baseline 5	Sep 2019 Capital Programme Master Schedule Update	V05	September 2019
Baseline 6	Oct 2019 Capital Programme Master Schedule Update	V06	October 2019
Baseline 7	Nov 2019 Capital Programme Master Schedule Update	V07	November 2019
Baseline 8	Dec 2019 Capital Programme Master Schedule Update	V08	December 2019

8 Procurement Management

8.1 Regulatory Environment

The procurement of all contracts will be conducted in accordance with Council Standing Orders and all applicable legislation.

All interpretation of the procurement regulations shall be made by the Council’s Procurement Department, supported as necessary by in-house and external legal advice. Where any person involved in any aspect of the procurement process is unclear about the Council’s procurement obligations, they must seek clarification from the Council’s Procurement Department.

8.2 Procurement Strategy

Appendix E shows the results of the review conducted around the different procurement options for the Active Travel Programme. This review was concluded through a workshop with the Client where the scores for the different routes were agreed.

As part of the Programme Set Up activities (see Table 5), two dedicated frameworks will be established in order to provide access to the following services to support project delivery:

- a Design and Technical Support. The objective of this framework is to provide access to design and technical consultancy services to complete all the design stages of Programme delivery.
- b Construction / Design & Construction. This framework will be made up by construction contractors with capacity to deliver design and construction.

One option already under consideration is utilising the Scape Procure Scotland Framework. This framework enables civil engineering and infrastructure works in sectors such as environmental, transportation, leisure, recycling and waste, defence, ports, harbours and marine, flood defence and coastal protection, energy, education, commercial and other public sector assets.

The services that can be accessed through the framework are: site investigation, highways, bridges, structures, flood defence, coastal protection, car parks, public space, waste facilities and all associated mechanical, electrical and minor building works.

Other options will also be evaluated.

8.3 Procurement Roles and Responsibilities

The roles and responsibilities in relation to procurement are set out in the following table:

Table 7 - Procurement Responsibilities

Role	Responsibility
Programme Board	Approval of procurement strategy and any amendments to the strategy Approval of shortlisted applicants to participate in tender process for framework establishment Approval of award of contracts. This may be delegated to the Senior Management Team for LOC1 and LOC2 projects.
Programme Delivery Manager	Overall responsibility for delivering the procurement processes for the two proposed dedicated frameworks in collaboration with the Council’s procurement team.

Role	Responsibility
	<p>Delivery of the complete Works Information.</p> <p>Participating on the evaluation of prequalification and tender submissions.</p>
Council's Procurement	<p>Ensure compliance Council Standing Orders and all applicable legislation</p> <p>Drafting and publication of OJEU notices, Procurement Information Documents/ESPDs and Invitation to Tender documents</p> <p>Overall responsibility for evaluation of prequalification submissions and notification of unsuccessful applicants</p> <p>Overall responsibility for evaluation of tender submissions and notification of unsuccessful bidders; conclusion of contracts and drafting and publication of award notices</p>
Project Managers	<p>Participating in the evaluation of prequalification and tender submissions</p>

9 Budget, Funding and Cost Management

9.1 Baseline Budget and Funding

9.1.1 Council Budget

The Council funding for the proposed Active Travel Capital Programme is based on the following decisions and assumptions:

- a Re-basing the Transport Capital budget to make explicit the Council's commitment to spend 10% of its capital budget on cycling projects corresponding to £1,783k for financial year 19/20. This figure assumes that the overall Transport spend relevant to the 10% cycling budget commitment remains constant and will need to be amended if the relevant spend changes.
- b Utilising the remaining £6.25m of funding allocated for public realm spend as part of the proposed Active Travel Capital Programme.
- c Utilising the slippage from financial year 2018/19 from the Council budget allocated to Walking Projects (£610k) and Cycling Projects (£1,182k), i.e. £1,792k.
- d A further £500k annual allocation for active travel projects from the Road Safety, Cycling and Public Transport budget for the next five financial years between 19/20 and 23/24.
- e Expected funding from Scottish Government for Cycling, Walking and Safer Streets (CWSS). The amount confirmed for financial year 2019/20 is £500k and it has been estimated £500k for each of the subsequent financial years until 2023/24.
- f If any amount of funding remains unspent at the end of any given financial year, it will be automatically carried forward for being used during the next financial year.

Table 8 - Council's Contribution to the Active Travel Capital Programme

Centre	Budget Item	FY 19/20 £000s	FY 20/21 £000s	FY 21/22 £000s	FY 22/23 £000s	FY 23/24 £000s	ATINP Allocation £000s
59010	Walking Projects (Block) Carried forward from FY 18/19	610	0	0	0	0	610
59244	Cycle Projects (Block) Carried forward from FY 18/19	511	0	0	0	0	511
59263	Cycling 10% (Block)	1,783	1,783	1,783	1,783	1,783	8,915
59414	Cycling, Walking and Safer Streets (CWSS)	500	500	500	500	500	2,500
59RSC	Road Safety, Cycling and Public Transport allocation	500	500	500	500	500	2,500
38070	Roads, Pavements and Public Realm	1,500	1,500	1,500	1,750	0	6,250
	Council's Total Contribution	6,075	4,283	4,283	4,533	2,783	21,957

9.1.2 Sustrans Funding

At present there is significant match funding available for the implementation of the Programme. All preconstruction work for qualifying elements of the Capital Programme is 100% externally funded through Sustrans' Places for Everyone Programme.

Construction has previously been 50/50 match funded. However, the elements on the Capital Programme associated to challenging junctions are expected to attract 70% match, bringing up the overall match funding percentage. Furthermore, Sustrans / Transport Scotland now permit other relevant projects (publicly funded or otherwise) to be included as part of a wider funding pool to match their contributions (e.g. Active Travel elements of Picardy Place).

Match funding from the Scottish Government via Sustrans is expected to contribute around 65% towards the overall cost of the Capital Programme.

9.1.3 Third-party Funding

Only for the City Centre West to East Link project, the following additional funding will be made available:

- CALA & Donaldson has signed a Minute of Agreement with the Council which includes a contribution of £101,500 for cycle route.
- Included in the project funding there is a £2.68m developer's contribution secured for St. Andrew's Square construction works and the Council has also provided a £437k funding for the works required.

There is potential for other third-party contribution for the Capital Programme and the research on this will be continued.

9.2 Funding and Contributions Monitoring and Control

At present there is significant match funding available for the implementation of the Programme, enabling an estimated 65% of the overall cost to be funded from non-Council sources. Therefore, it is important to ensure the funding application procedures are carried out correctly and on time. The expected funding figures will be monitored and updated into the overall Programme financial spreadsheet through regular checking of funding progress and status.

Continue research of potential additional third-party contribution will be carried out as part of this monitoring and control exercise.

9.3 Cost Verification

9.3.1 Verification of Project Estimates

The cost of projects included in the prioritisation framework and other costs required to deliver the Capital Programme have been verified.

It should be noted that the overall verified project cost includes construction, traffic management, Council's staff cost, external consultants including design, land acquisition, legal fees (if applicable) and other miscellaneous costs.

Some of the projects within the Programme count on a more accurate estimate due to their advanced status of delivery. However, for other projects in their early stages or not yet started a contingency / risk item has been allocated.

9.4 Cost Management and Control

Based on the established baseline budget, financial reviews at key decision points will be carried out regularly to ensure the Programme can be delivered within the agreed baseline budget and funds are available for the planned expenditure.

Costs will be recorded on the Council’s financial system and monitored by the Commercial Manager. Costs will be reported back to the Programme Board on a monthly basis. All the expenditure will be closely monitored including the internal costs to ensure they are in line with the Programme baseline budget.

9.5 Programme Cashflow

A cashflow will be produced during the Programme Set Up phase taking account of all the expected funding from Sustrans and contributions from developers as shown on sections 9.1.2 and 9.1.3. This cashflow will be monitored on a monthly basis and will be used to understand and manage the financial aspects of the Programme. Any changes to the cashflow will be agreed by the SMT prior to implementation and a record made of the changes and reason as to their implementation.

9.6 Budget Update Procedure

A detailed budget will be produced during the Programme Set Up phase to inform the cashflow. It will be consistent with the verification exercise detailed on section 9.3.1 and monitored on a monthly basis in coordination with the cashflow. Any changes to the budget will be agreed by the SMT and a record made of the changes and reason as to their implementation.

9.7 Budget and Cost Reporting

Cost reporting will be performed as noted in the table below:

Report	Frequency	Circulation	Owner
Cost Report	Monthly	Included in monthly Board Report	Commercial Manager

10 Risk Management

10.1 Context and Purpose

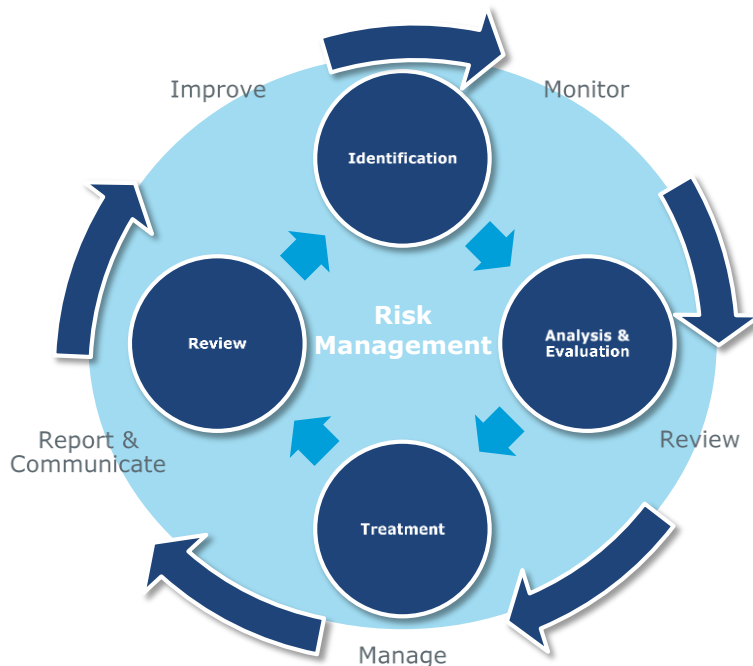
This section defines the processes, guidance and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the delivery of the Active Travel Capital Programme.

This section details the structure, level of control, risk activities and responsibilities required to support the effective delivery of risk management within each project and across the Programme. This will lead to the successful proactive management of risk and to ensure that visibility is encouraged to gain confidence in the Programme, its constituent projects' outputs and understanding their associated risk profile.

10.2 Risk Management Overview

In this section risk is considered in terms of both threat and opportunity. The risk management process has been developed in a manner that will facilitate the ongoing management of risk throughout the life of the project and will not solely focus on the current stage. The diagram below summarises the risk management process which is being developed for the Programme:

Figure 4 - Risk Management Process



This represents common best practice steps to identify and understand the range of risks faced by a Programme and set out actions to manage them:

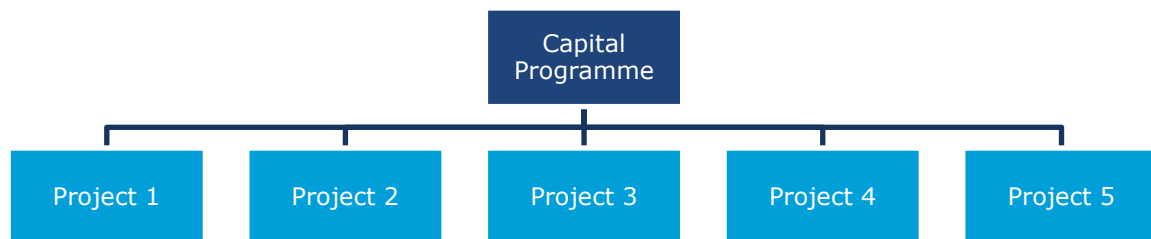
- Identification – new risks are identified and incorporated into a risk register;
- Analysis & Evaluate – each risk is assessed and analysis is undertaken to facilitate prioritisation;
- Treatment – actions are identified to actively manage risk to the benefit of the project;

- Review – monitor progression of risks over the life of the project.

This is supplemented by the ongoing monitoring, review, management, reporting and improvement of the risk process and its deliverables against the project requirements throughout the life of the project.

10.3 Risk Register Structure

The risk register structure will reflect the overall Programme scope. There will be a specific Programme register for the Capital Programme. Under this register there will exist separate risk registers for individual projects or groups of projects. These groupings will be dictated by the project's capital value, delivery status and nature of scope.



The risk registers will be structured into individual project / package registers and one overarching Programme level register:

- Programme level register – contains risks which are strategic in nature, associated with the overall coordination of the Programme, not specific to individual projects and/or have the potential to directly impact the overall Programme objectives;
- Project / package registers – will contain risks which are localised and specific to the individual project / package deliverables.

When risks are identified at the project level there will be the option to escalate them to the Programme risk register when appropriate. Examples of when escalation would be considered are as follows:

- Risks that could impact on the overall Programme objectives;
- Risks where treatment is best carried out at Programme level;
- Where assessment of a number of projects indicates a common cause of risk.

Proposals to escalate risks to the Programme risk register will be made by the Project Manager and/or the Risk Manager.

The registers are constructed in a way that allows them to be rolled up into a single master risk register for the project.

10.4 Level of Control (LOC)

In order to manage risk effectively, a level of control has been established based on the criteria below:

Table 9 - Risk Management Levels of Controls

Level of Control	Project Value	Reputational Impact	Service Provision
LOC 1	£0 - £300k	Minor – isolated stakeholder environment	No focused risk management involved – any significant risk to be captured within group register for management. Ad hoc risk forum to be held at request of Project Manager as and when required.
LOC 2	£300k - £1m	Medium – stakeholder complaint, local community involvement	Two workshops to be held at key project gateways: <ul style="list-style-type: none"> Workshop 1 at completion of feasibility phase to establish key risks and mitigation actions, including assignation of ownership. No project register – inclusion of significant risks on group register. Workshop 2 at the close of the procurement process to monitor existing risks and actions, close out risks as necessary and capturing emerging risks. Ad hoc risk forum and Quantitative Risk Analysis (QRA) to be held at request of Project Manager as and when required.
LOC 3	>£1m	Consistent stakeholder unrest, concentrated complaints from local community and Council involvement	Management of an individual project risk register. Monthly review with consolidated update from risk owners in relation to overall mitigation action success. Project risk reviews are usually structured in the following format: <ul style="list-style-type: none"> Review of existing top risks; Review of risk treatment actions which are approaching their completion dates; Capturing new risks; Review of the remaining risks in order of score; Update of risk dashboard following register review summarising top project risks, for feed in to regular reporting process. Frequency of QRA set as quarterly but subject to change dependant on project complexity and subsequent risk exposure.

10.5 Risk Management Toolkit and Activities

10.5.1 Risk Register

The standard risk register tool is an Excel document and is intended to be a collaborative risk register to be used for all projects. The registers should contain all risks within the Active Travel Capital Programme in accordance with the hierarchy discussed above.

The risk register is a key programme and project document which provides full details in relation to the description, classification, assessment and mitigation of all risks. The register remains as a live document subject to regular revision as new risks are documented and current risks are managed out.

Individual risks will be regularly reviewed with their owners and the dedicated project team and updated as required. This process will provide an ongoing assessment of the risks in the light of project development and the impact of control actions taken. The development of the risk registers is an iterative process and requires sustained effort to fully capture, clear actions, action owners, completion dates and modelling outputs.

10.5.2 Risk Dashboard

As there will be multiple registers to manage on the Programme, a dashboard represents an appropriate reporting tool in capturing the highlights for the Board review. The purpose of the dashboard is to provide a snapshot of the risk profile of the Programme in order to prioritise risk events and mitigation / enhancement action.

As the risk process is revised and re-iterated through time, the risk dashboard will become a function within the reporting process and will be included into the monthly submission to the Board.

10.5.3 Risk Library

A library of common risks is recommended to be developed as there are a number of registers corresponding to projects with a similar scope nature. The risk library contributes to provide focus in workshops and to encourage constructive thinking towards the identification of risks.

10.5.4 Workshops and Reviews

In order to maintain continuous review and communication it is recommended, once the risk structure is established, to schedule the risk and reporting activities as detailed on **Error! Reference source not found.**

10.5.5 Quantitative Risk Analysis (QRA)

Once risks have been subject to a detailed impact assessment, QRA modelling can be used to evaluate the expected impacts of risk in terms of cost (QCRA) and schedule (QSRA) at any given confidence level.

10.5.5.1 Risk Register QCRA

Quantitative Cost Risk Analysis (QCRA) will be carried out on the contents of risk registers where it is deemed appropriate to do so. It will involve scoring individual risks in terms of probability of occurrence and minimum, most likely and maximum risk cost. This will allow for a cost risk exposure to be identified and this process will form part of the risk register reviews, allowing tracking of risk register exposure along the timeline of the project. This method also allows for prioritisation of risks from a financial impact perspective for mitigation actions.

10.5.5.2 Integrated QRA

Developing an integrated QRA approach provides a complete cost risk assessment in a QRA model. This incorporates assessments of the main sources of uncertainty to a project and/or the Programme, as illustrated below, and allows for a more robust overview of the cost risk profile of the Programme:



- Discrete Risk Cost – events that may occur and have cost impact. This is built from the contents of the regularly maintained risk register;
- Estimate Uncertainty – assessment on uncertainty within the cost plan;
- Cost of Schedule Delay – outputs of QSRA (inputs are the regularly maintained risk register, assessment of Programme uncertainty and project’s schedule) linked to estimated milestone delay costs;
- Unknown Unknowns – allowance made for events which are currently unforeseen.

At the early stages of a project complete QRAs are usually undertaken following significant change, the introduction of key elements or in line with key approval gateways. As the project progresses into the procurement stage QRAs will become more regular in line with the project’s specific requirements.

10.5.5.3 QSRA

Quantitative Schedule Risk Analysis (QSRA) will be undertaken on the Master Schedule using the risk register. The main objective of a QSRA is to review the Master Schedule, discuss the uncertainty surrounding activities, setting sensitivities to activity durations and introducing risks from the risk register by attaching them to appropriate activities in the plan. Risks are analysed for probability of occurrence and minimum, most likely and maximum schedule impact. Using Primavera Risk Analysis software the analysis will identify the confidence of meeting milestones and the expected end date when risks are taken into account on top of the Master Schedule.

At the early stages of a project complete QSRA are usually undertaken following significant change to the Programme or in line with key approval gateways. As the specific projects progress into the procurement stage QSRA will become more regular e.g. quarterly or in line with the Programme’s specific requirements.

10.5.6 Risk Forum

A risk forum will be arranged on an ad-hoc basis to discuss and obtain a quick resolution to key risk(s) or risk findings. It can be a short session with the potential to be incorporated into an existing regular meeting when required. It would be called by the Project Manager or the Risk Manager with the attendance requirements based specifically on the topic being discussed. Its objectives are:

- To inform stakeholders of key risk developments;
- Prevent extensive delay of outstanding issues;
- Provide the ability to resolve any emerging issues quickly;
- Target key concerns and actions for immediate focus and treatment in the coming period.

As the Programme progresses there may be a requirement to hold a regular risk forum.

10.6 Roles and Responsibilities

The table below outlines the key roles and responsibilities of risk management across the Programme:

Table 10 - Risk Management Roles and Responsibilities

Role	Responsibilities
PMO Lead	<p>Establishing and taking overall ownership of the Programme’s risk management process. Is ultimately accountable for identifying and managing all risk to the Programme whilst ensuring it is managed throughout in line with the process.</p> <p>As owner of the Programme level risk register, is responsible for:</p> <ul style="list-style-type: none"> ▪ Its monthly review; ▪ The quality of the information within the register; ▪ Ensuring that workshops are suitably attended by appropriate disciplines (e.g. commercial, controls, technical etc.); ▪ For assigning risk and risk treatment owners and ensuring their effectiveness in managing risk. <p>Manages the risk escalation process in terms of deciding which risks are to be managed at Programme level.</p> <p>Escalation of “showstopper” risks not manageable at Programme level to the Area & Regeneration Board.</p> <p>Attendance and allocation of the attendees at risk forums.</p>
Risk Manager	<p>Responsible for the technical direction and effectiveness of the risk management process, duties include:</p> <ul style="list-style-type: none"> ▪ Facilitate monthly risk reviews for risk registers; ▪ Updating and maintenance of risk registers; ▪ Provision of all QRA activities; ▪ Report concerns regarding risk levels and risk management to the PMO Lead as appropriate or at risk forums; ▪ Produce monthly risk reports and register archives;

Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Build and maintain a risk management culture within the Programme through communication and close working relationships.
Programme Delivery Manager	<p>Responsible for informing the Risk Manager or risk register owner of any potential risk associated with the Programme and any subsequent updates as required including providing supporting risk treatment actions.</p> <p>Attendance at risk workshops / forums as appropriate.</p>
Project Managers	<p>Responsible for identifying and managing all risk applicable to their projects. Will be assigned as owner of their respective project level risk register and, therefore, responsible for:</p> <ul style="list-style-type: none"> ▪ Its monthly review; ▪ The quality of the information within the register; ▪ Ensuring that workshops are suitably attended by appropriate disciplines (e.g. commercial, controls, technical etc.); ▪ For assigning risk and risk treatment owners and ensuring their effectiveness in managing risk; ▪ The identification of risks to be nominated for escalation to the Programme level risk register, via the PMO Lead. <p>Attendance at risk forums as appropriate.</p>
Risk Owners	<p>Accountable for managing individual risks assigned to them and therefore responsible for:</p> <ul style="list-style-type: none"> ▪ Agreeing responses to manage risk levels; ▪ Delivery of assigned actions to reduce threat or realise opportunity, maintaining awareness of and meeting action due dates; ▪ Monitoring risk treatment performance; ▪ Reporting progress on a regular basis or at monthly review workshops; ▪ Escalating risks to a Project Manager or Risk Manager where they feel they have insufficient authority or ability to effectively manage a particular risk; ▪ Inform the Risk Manager of any situation where dates will not be met and provide updated delivery timescales; ▪ Attendance at risk workshops / forums as appropriate.

11 Change Management

11.1 Roles and Responsibilities

Table 11 - Change Management Roles and Responsibilities

Role	Name	Responsibilities
Programme Director		<ul style="list-style-type: none"> Seek approval of changes at Programme Board level
PMO Lead		<ul style="list-style-type: none"> Establish and agree what works are a change Clearly identify what the change is State the reasons for the change Identify Change Originator and Change Owner Monitor and identify changes / potential changes
Programme Delivery Manager		<ul style="list-style-type: none"> Establish validity of proposed changes against objectives and outcomes sought
Commercial Manager		<ul style="list-style-type: none"> Prepare costing for changes Review and verify costs once submitted by the relevant party Confirm funding source and availability of funding Update the change control register Control and report status of changes Monitor and identify changes / potential changes Compile supporting documentation
Project Managers and Assistant Project Managers		<ul style="list-style-type: none"> Monitor and identify changes / potential changes

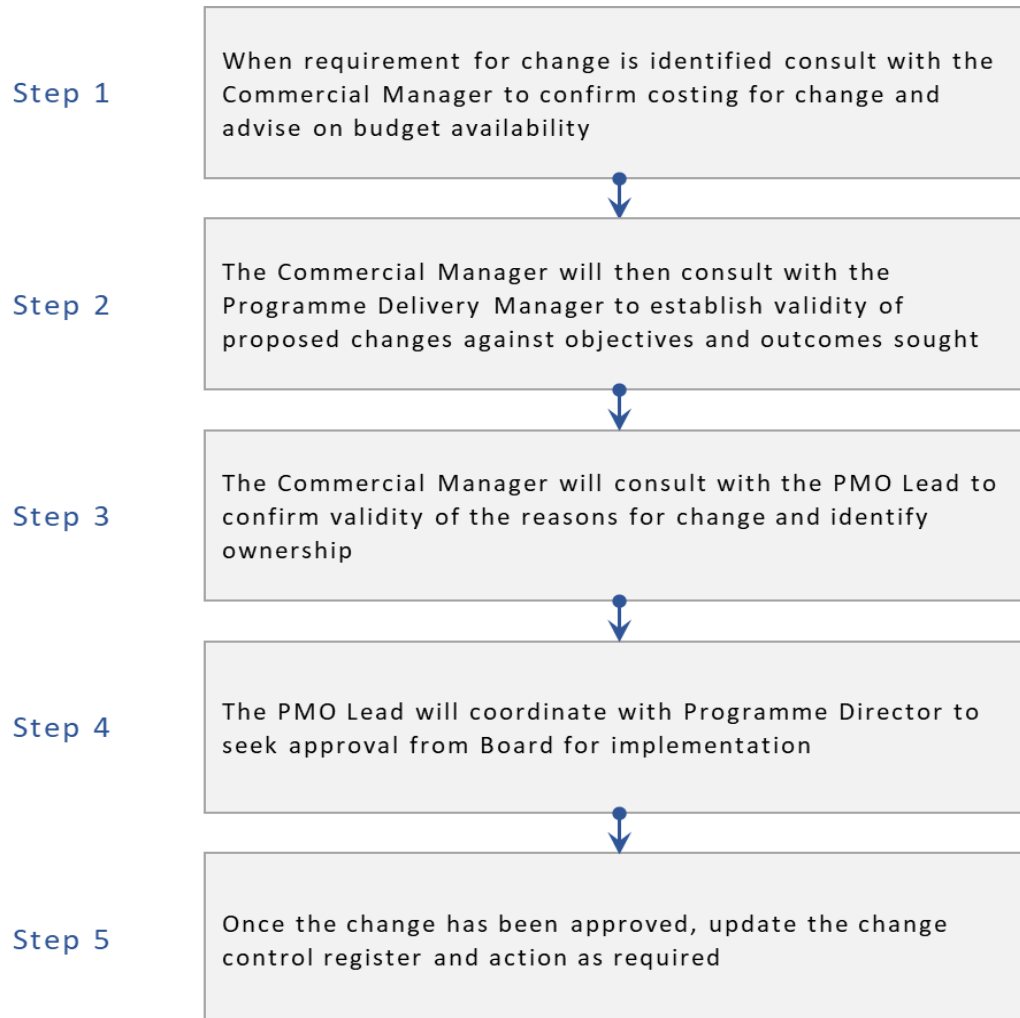
11.2 Change Management Procedure

Change control relies upon accurate identification and assessment of the proposed changes at the earliest possible stage. The implications of changes must be considered relative to the Programme.

There is delegated authority in place for approval of changes in line with the process outlined in section 3.2 Delegated Authority. A Change Register will be maintained and used for Board approval in advance of committed expenditures.

The steps of the internal change procedure adopted are as follows:

Figure 5 - Change Management Procedure



11.3 Cases for Change

The table below provides a summary of the different issues that may result in change during Programme development:

Table 12 - Issues and Potential for Change

Request	Definition	Programme Board Response	Considerations
Request for change	A proposal for change to a baseline.	<ul style="list-style-type: none"> ▪ Approve the change ▪ Reject the change ▪ Escalate decision ▪ Request more information 	If a request for change involves extra cost, there are three principal ways to fund it: <ul style="list-style-type: none"> ▪ Contingency budget ▪ Increase the project budget ▪ De-scope other elements

Request	Definition	Programme Board Response	Considerations
Off-specification	Something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might be a missing element of the scope or an element not meeting its specification.	<ul style="list-style-type: none"> ▪ Grant a concession ▪ Instruct that the off-specification be resolved ▪ Escalate decision ▪ Request more information 	The Programme Board may decide to accept the off-specification without immediate corrective action. This is referred to as a concession . When a concession is granted the specification will need to be revised before the project is handed over to the Client.
Problem / concern	Any other issue that the PMO needs to resolve or escalate.	<ul style="list-style-type: none"> ▪ Provide guidance 	

12 Stakeholder Management

A Stakeholder Management Plan will be developed during the Programme Set Up phase in consultation with the Project Manager #1 and the Stakeholder Engagement Officer. Sustrans Design Manual Chapter 13 – Community and Stakeholder Engagement for Infrastructure Projects (draft) – will be taken into account to develop the Stakeholder Management Plan.

Stakeholder management is a critical part of managing a project as stakeholders have influence over both the criteria by which the success of the project can be judged and the relative values within the project. Two leading causes of project failure are insufficient involvement of stakeholders and infrequent communication with sponsors and other key stakeholders.

Activities undertaken within the stakeholder management process include:

- Identification of stakeholder organisations and key stakeholders / decision makers through the process of stakeholder mapping.
- Analysis of the stakeholders to understand their influence and position in relation to the Programme and each specific project.
- Strategy & Planning in order to minimise risk and maximise opportunity. Content and timing of communication with stakeholders is key and will be influenced by key milestones on the Programme Master Schedule.
- Implementation, Engagement and Review including the production of stakeholder specific communications materials / presentations and the implementation of reporting and reviewing procedures.
- Evaluation following review in order to identify positive engagement, minimise disputes where necessary and amend methods of communication.
- Recording and Monitoring stakeholder requirements throughout the lifecycle, assigning tangible actions and deadlines for completion with the aim of maximising overall stakeholder satisfaction.

12.1 Stakeholder Identification

A detailed stakeholder identification exercise will be carried out as part of the Stakeholder Management Plan to be developed during the Programme Set Up phase. This exercise will also analyse the stakeholders following a power / interest matrix approach.

12.1.1 The Active Travel Forum

It has been identified as the key group of stakeholders to be addressed. The active Travel Forum includes organisational representatives from Paths for All, Sustrans, Spokes, Sustrans, Lothian Buses, as well as group representatives from the Universities Consortium and Health Improvement Funded Projects Consortium.

The Active Travel Forum is a consultative body to inform the strategic direction of medium to long term plans, budgets and integration, and review the delivery of current policy to promote its positive results and maintain the case for active travel.

12.1.2 Other Stakeholders

The table below shows potential stakeholders that may have an overall influence on the Programme or an influence in specific project development.

Table 13 - Preliminary Stakeholder Identification

Stakeholder Group	Stakeholder	Contact Name
Utilities	tbc	tbc
Transport	Lothian Buses	tbc
Transport	Edinburgh Tram	Steven Jackson
Systems	Edinburgh Tram (Operator)	tbc
Retail	Local Businesses	tbc
Local Residents	General Public	tbc
Community Organisation	Living Streets Edinburgh	tbc
Community Organisation	Community Councils	tbc
Community Organisation	Spokes	tbc
Internal	Council's Internal Stakeholders	tbc
	Sustrans	tbc
	Mobility and Access Committee for Scotland (MACS)	tbc
Development	Places for People	tbc
Health	NHS Lothian	tbc
Educational Establishments	tbc	tbc

12.2 Stakeholder Communications and Engagement

12.2.1 Objectives

The objectives of the stakeholder communication strategy are as follows:

- Ensure stakeholders are provided with timely, up-to-date information about the projects affecting them.
- Ensure stakeholders are given appropriate opportunities to provide comment into the timing, phasing and scope of each projects such as specific road layout designs or construction interface phasing requirements with other projects.
- Highlight the investment the Council is putting into each specific area.
- Ensure the consultation activities for inputting into project design development is clear, open, accessible and transparent.
- To ensure that all information which is relevant to stakeholders is provided as soon as possible.

- Ensure, where possible, any conflict is avoided through open and transparent communication.

12.2.2 Outline Communication Strategy

Following on from the stakeholder identification and analysis stage, a stakeholder communication strategy will be developed to define how effective communication will be used to engage with each stakeholder group. Key aspects of the strategy are:

- Acknowledgement and active monitoring of the concerns of all legitimate stakeholders, taking their interests appropriately into account in decision making and operations.
- Adoption of processes and modes of behaviour that are sensitive to the concerns and capabilities of each stakeholder.
- Development of a communications governance structure to define ownership and responsibility for communications across the Programme.
- Recognition of interdependency among certain stakeholders taking into account their respective risks and exposures.

Dependant on the outcome rating from stakeholder analysis phase (power / interest matrix), each stakeholder shall be afforded a communication strategy tailored to the level of power and / or interest they hold. Although each stakeholder does command a bespoke approach, for stakeholders with similar levels of power and interest aspects of the communication strategy will be more efficiently implemented within groups. The table below shows how the stakeholders will be communicated with at varying levels:

Engagement Strategy	Management Approach	Methods of Communication
Manage Closely	<p>Full engagement and sharing of information.</p> <p>Learn what is important to them and how the Programme may affect them and seek to minimise negative impacts where possible.</p> <p>Make every effort to satisfy their requirements.</p> <p>Actively seek their support.</p>	<p>One to one briefings.</p> <p>Regular meetings.</p> <p>Events – seminars, workshops, etc.</p> <p>Discussion forums.</p> <p>Written briefings.</p>
Keep Satisfied	<p>Careful monitoring to assess changes in their level of interest.</p> <p>Understand what is important to them and how the Programme / projects may affect this.</p>	<p>Presentations.</p> <p>Road shows.</p> <p>Events.</p> <p>Discussion forums.</p>
Keep Informed	<p>Use positive stakeholders as allies.</p> <p>Share information and involve them.</p> <p>Maintain their support for the Programme.</p> <p>Manage negative stakeholders appropriately as they can drain resources in their demand for information.</p>	<p>Presentations.</p> <p>Road shows.</p> <p>Newsletters.</p> <p>Website.</p> <p>Articles in industry publications.</p>

Engagement Strategy	Management Approach	Methods of Communication
Minor	Monitor these stakeholders to determine if their level of interest or influence changes. Minimal effort required to communicate at key milestones.	Website. Newsletters. Press releases. Ad hoc meetings.

The Stakeholder Management Plan will be regularly reviewed and will be used as a management and reporting tool.

12.2.3 Communications and Engagement Methods

From the table above, the following reporting techniques will be used to communicate with each stakeholder dependant on their level of power and interest:

12.2.3.1 Stakeholder One to One Briefings

To be used for information that is relevant to a specific stakeholder, or for confidential information to be communicated to a stakeholder. To be used where there is a clear message to be conveyed with no space for ambiguity.

12.2.3.2 Stakeholder Regular Meetings

To be held with key stakeholders whose interest in the Programme is high and who stand to be impacted not only by the end outcome but also the ongoing works. Regular meetings provide opportunity for these stakeholders to air opinions and gain information, allowing for actions to be set and completed prior to the next meeting in the cycle.

12.2.3.3 Workshops

Open sessions that encourage collaboration. Useful during Project Set Up as it invites an open discussion and often serves to bring to the fore issues and concerns that otherwise would not be aired.

12.2.3.4 Discussion Forums

Discussion forums are to be used to communicate to a group of stakeholders who share similar power or interest on the Programme. This serves to ensure that although many parties may be represented, there is not an overwhelming difference of opinion which might hinder progress. To be arranged as and when required.

12.2.3.5 Presentations

To be communicated when a specific piece of key information needs to be delivered. This may be around particular milestone / phase in the Programme or issue arising. A presentation can involve numerous stakeholders or several representatives from the same stakeholder. Formal question and answer will be encouraged but not full discussion.

12.2.3.6 Newsletters

To be used for communicating updates to parties whose interest determines they should be kept informed on Programme progress, such as local residents and small businesses. This will typically relate to road and lane closures, bus route diversions etc.

12.2.3.7 Email / Written Communication and Website Updates

The existing email contact database for the Active Travel Programme is to be utilised and updated to inform of milestones and more operational site and TM arrangements. In addition, to ensure that the practical information is readily available to the desired target audience the following will be used:

- Face to face communications;
- Council website;
- Social Media;
- Information boards in community centres.

12.2.3.8 Social Media

The timing of the setup of social media platforms will be driven by the key decisions and information brought down by the Council with regards to the Active Travel Programme. Due care and attention will be given to the content and timing of all information issued via social media to the general public.

12.2.3.9 Press Releases

Stories commanding media interest are to be determined and communicated via the Council's communication team.

12.2.3.10 Ad-hoc Meetings

Ad-hoc meetings will be called to deal with any issues that arise that either concern a stakeholder or stakeholders not in regular direct contact, or are of an urgent nature and requiring to be dealt with prior to the next scheduled meeting.

13 Project Set Up Protocol

The protocol for Project Set Up will consist on the completion of an individual Project Execution Plan (PEP) for each project. It will include, as a minimum, the following information:

- Project name and ID code (see section 15)
- Project scope and outputs
- Dedicated Project Manager responsible for delivery
- Project schedule baseline and key milestones
- Required resources and timescales
- Cost baseline – management, design, construction, risk and contingency
- Review gateways
- Preliminary RAD analysis

The PMO Lead will be responsible to complete and distribute as required the PEP for each individual project. This document will be reviewed by the Programme Delivery Manager and will require approval by the Programme Board.

13.1 Health & Safety

The management of Health & Safety will be carried out on a project by project basis following the Construction (Design and Management) Regulations 2015 (CDM).

13.2 Quality

Quality Management will be conducted on a project by project basis through a quality system that complies with the requirements of ISO 9001:2015.

13.3 Environmental

Environmental Management will be conducted on a project by project basis ensuring that all parties working on the Programme have in place a documented policy that adheres to ISO 14001:2015.

14 Design Management

14.1 Overview

Design Management is the application of project management skills to the design phases of a project to assure that the design is optimised, fully meets the brief and is advanced to support the achievement of the overall project schedule.

Therefore, the Design Management activities will be conducted on a project by project basis.

14.2 Design Management Responsibilities

The following roles have a key involvement in the design management process:

Table 14 - Design Management Responsibilities

Role	Name	Design Management Responsibility
Programme Delivery Manager		Fulfil the role of Client under the CDM Regulations 2015.
Project Managers and Assistant Project Managers		Management of design consultants in the production of design specific tasks.
Design Consultant		Responsible for the technical delivery of the project to the Client's requirements. Named as Principal Designer role under the CDM Regulations 2015.

14.3 Requests for Information (RFI)

During the design stages all Requests for Information by the design consultant will be issued to the Project Manager. The Requests for Information will be assigned a number and recorded on a tracking register. The Project Manager will be responsible for obtaining responses, logging these on the register and distributing as required.

RFIs and responses will be tracked at the Scope Delivery Working Group meeting (see 5.4.5) and estimated response dates for all outstanding RFIs will be presented at each meeting.

15 Document Control and Information Management

15.1 Naming Convention

The following naming convention will be followed when generating information documents:

Table 15 - File Naming Convention

Revision Date	Project Code	Document Type	Document Name	Revision ¹	Status
yy.mm.dd	Every project will be assigned an ID code on the purpose of information control	DR – Drawing RP – Report PP - Presentation MI – Minutes MS – Method Statement RFI – Request for Information CO - Correspondence SP - Specification	As required	See footnote 1	See section 15.2 below
19.05.27	UC2TS	RP	PEP	C01	n/a

The example shown on Table 15 above corresponds to a hypothetical Project Execution Plan (PEP) for the project Union Canal to Telfer Subway Connection (UC2TS) approved by the Board on 27th May 2019.

15.2 Document Control Governance

All drawings for contract or construction purposes are to be placed onto a review workflow within the CDE, which is an automated process. This will allow a document review to be performed and shall be given a status of A – No Further Comments, B – Minor Comments or C – Rejected. No drawing shall be issued without a workflow review and appropriate status given.

¹ 'P' will be used to indicate items going through organisation approvals processes – e.g. P01, P02 and so on.

'C' will be used as a prefix for revisions to all completed work (e.g. construction status) – e.g. C01, C02 and so on.

16 Benefits Realisation and Close Out

16.1 Overview

The purpose of this stage is to ensure that the required outcomes have been successfully achieved and to gather information about lessons learned and corrective actions or interventions implemented during project delivery.

16.2 Close Out Activities and Responsibilities

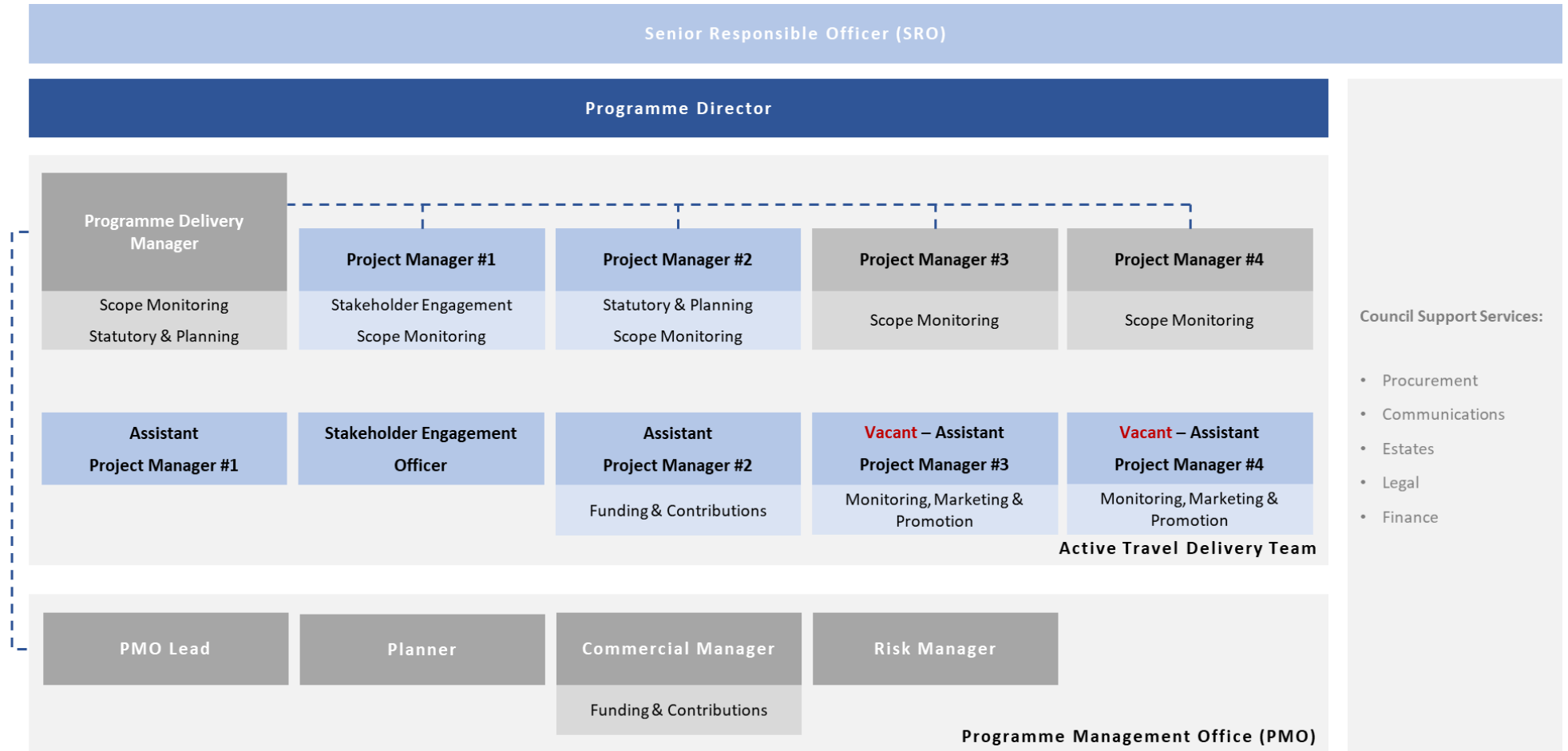
The following activities will be carried out as part of the close out phase of each project:

Table 16 - Close Out Responsibilities

Activity	Description	Owner
As-built Design Drawings	Gather and store the as-built design information as detailed on section 15.	Project Managers and Assistant PMs
Update Asset Management Systems		
Lessons Learned Sessions	Prepare a report based on a series of lessons learned sessions with the different working groups on project completion.	PMO Lead
Sponsor Close Out / Benefits Realisation	Lessons Learned Sessions report sign off formally closing the handback phase of project delivery.	Senior Responsible Officer
Monitoring, Marketing & Promotion	Activities aimed to assess the benefits of completed projects, as well as inform the general public and promote these benefits	

Appendix A Organisation Chart

Figure 6 - PMO Organisation Chart



Appendix B Meetings Structure Summary

Role	Programme Board	Senior Management Team	Report Progress Meeting	Scope Monitoring Working Group	Stakeholder Engagement Working Group	Funding & Contributions Working Group	Statutory & Planning Working Group	Total Monthly Hours
Programme Director	1½ h	2 h						3½ h
Programme Delivery Manager	1½ h	4 h		2 h	2 h	2 h	2 h	13½ h
Project Manager #1		4 h	2 h	2 h	2 h		2 h	12 h
Project Manager #2		4 h	2 h	2 h	2 h		2 h	12 h
Project Manager #3		4 h	2 h	2 h	2 h		2 h	12 h
Project Manager #4		4 h	2 h	2 h	2 h		2 h	12 h
Stakeholder Engagement Officer					2 h			2 h
Assistant Project Manager #1			2 h					2 h
Assistant Project Manager #2			2 h			2 h		4 h
Assistant Project Manager #3			2 h					2 h
Assistant Project Manager #4			2 h					2 h
PMO Lead	1½ h	4 h	2 h	2 h		2 h		11½ h
Commercial Manager		4 h	2 h			2 h		8 h
Risk Manager		2 h	2 h					4 h
Planner		2 h	2 h					4 h

Appendix C Prioritisation Framework

Table 17 - Capital Programme Baseline Prioritisation Framework V00

Priority ID	Project	Brief Description	Score
001	Dropped Kerbs and Raised Crossings Programme	Prioritised improvement programme.	4.03
002	Various Locations – Tram Route	Cycle safety works at tram tracks crossing points.	3.91
003	City Centre West to East Link	Segregated cycle lanes, crossings and street improvements.	3.85
004	Meadows – Union Canal (Innocent to Canal Phase 2b)	Segregated cycle lanes and toucan crossings on Home St and Brougham Pl. Footway and cycle improvements on Lochrin Pl and Tarvit St.	3.70
005	Roseburn Path – Union Canal	New off-road path, bridges and park improvements.	3.60
006	West Edinburgh Link	Segregated cycle lanes, crossings, street improvements and new bridge over Fife Railway.	3.60
007	Union Canal to Telfer Subway Connection		3.55
008	QuietRoute 8 – Roseburn to Gyle Main Route	Quiet street improvements and new crossings	3.45
009	Residential Cycle Parking	On-street secure cycle parking	3.34
010	Morrison St	Signalled junction upgrade	3.32
011	Meadows to George Street	Segregated cycle lanes and street improvements	3.19
012	Arboretum Place at Botanical Gardens West Gate Entrance	Redesign street to prioritise walking	3.16
013	City-wide Public Bike Parking	Cycle rack installation	3.13
014	QuietRoute 6 – Grange Road Crossings	New crossings and improvements to Lovers Loan	3.12
015	Marchmont Road – King Buildings	Advisory cycle lanes. New gyratory at Oswald Rd / Kilgraston Rd / Blackford Av. Main St junction upgrade.	3.10
016	QuietRoute 60 – Clermiston Junction	Feasibility study of existing junction with a view to making improvements that prioritise pedestrian / cycle movements	3.00
017	QuietRoute 9 Phase 1	Crossings and cycle provision, path improvements including segregation	3.00
018	Calton Rd (Waverley to Leith Street)	Footway widening and street improvements.	2.97
019	Bioquarter to Dalkeith Road and Mayfield	Segregated cycleways and cycle / pedestrian paths.	2.87

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Priority ID	Project	Brief Description	Score
020	St Leonards – Canongate / Holyrood Drive	On-carriageway cycle provision on Calton Rd, crossings, path improvements at Viewcraigs.	2.87
021	Broughton Street / E London Street	Pedestrian and cycle friendly modifications to junction	2.86
022	QuietRoute 10 – Russel Road Link	Connecting link between CCWEL and R2UC	2.82
023	A90 Barriers		2.82
024	One-way Street Exemptions (Phase 1)	Signs, marking and traffic management.	2.73
025	QuietRoute 9 Phase 2	Crossings and cycle provision, path improvements including segregation.	2.73
026	Lower Granton Road	New / widened shared-use path from Trinity Rd to Granton Sq.	2.72
027	QuietRoute 60 – Davidson Mains Park	Footpath widening and lighting from Queensferry Rd to Barnton Av.	2.72
028	Deanhaugh Street and Leslie Place	Pedestrian crossings upgrade at junction.	2.70
029	Guardrail Removal	City-wide assessment / removal programme.	2.59
030	QuietRoute 61 – Niddry to Moredun via Bioquarter	Quiet street improvements and new crossings	2.57
031	Sighthill Crossing Link	Changing junctions to prioritise cycle north to south movements to and from the canal.	2.54
032	City-wide Route Signs / Map Boards / Courtesy Signs		2.40
033	Minor Lighting Schemes	Innocent Path Tunnel Lighting Upgrade. Barnton Ave W Golf Course Link.	2.40
Pre-construction Only Projects			
001	Dean Park Crescent	Junction redesign to prioritise walking	2.13
002	Pennywell Road and West Granton Road	Pennywell Rd segregation and links to North Edinburgh Path Network.	2.73
003	QuietRoute 5 – Holyrood Park	Improved paths and new crossings.	2.73
004	QuietRoute 30 – Holyrood Park to Ratcliffe Terrace	Quiet street improvements and new crossings.	2.73
005	Fountainbridge / Dundee Street	Segregated link between Telfer Subway and Union Canal. Feasibility study of options for remainder of street.	2.69
006	QuietRoute 6 – Meadows to Castle Terrace	Quiet street improvements and new crossings.	2.59
007	North Edinburgh Path Network – Phase 2	Drainage and surface improvements	2.14
008	Crewe Road South / Orchard Brae	On-carriageway cycle provision	2.13

City of Edinburgh Council
Active Travel Programme

Priority ID	Project	Brief Description	Score
009	Forthquarter – Silverknowes Prom. (Granton Link)	Path widening on W Granton Rd at Morrisons. Path widening at crossing point on West Shore Rd to Link Forth Quarter Park with Silverknowes Prom.	2.13
010	QuietRoute 8 – Roseburn to Gyle Links to Saughton Park	Quiet street improvements and new crossings	2.13
011	QuietRoute 9 – A8 Gyle to Newbridge	Path widening between Ingliston Rd and Eastfield Rd and design of new junctions at Ingliston Rd and Gogarstone Rd	2.13
012	Powderhall Railway		2.00
013	Leith – Portobello (WoL to Links Place)	On-carriageway cycle provision	2.00
014	Waterfront Promenade (West Shore Rd to Granton Harbour)	New off-road seafront shared use path	2.00
015	QuietRoute 20 – Craigleith to Leith Walk	Quiet street improvements and new crossings	2.00
016	Cultins Road Shared Footway	Construction of adoptable path on verge to west of Cultins Road	1.86
017	Leith Walk / Leith Area Active Travel Links	Feasibility underway led by the Tram team	

Appendix D Active Travel Forum Status Guide

Project Name / Project Manager				
Project Information				
Project Phase		Project Photograph		
Designer				
Contract Type				
Contractor				
Value				
Project Scope				
Summarize scope of project – tailor detail for audience				
Media Announcement History				
Useful to keep track of published information. Include information regarding consultations				
Key Milestone	Status	Baseline	Forecast	Actual
Feasibility Complete				
Design Complete				
TRO / RSO Approved				
Planning Consent				
Construction Start				
Construction Complete				
Handback Complete				
Project Manager's Comments				

Appendix E Capital Programme Work Breakdown Structure (WBS)

Table 18 - Capital Programme WBS

Activity ID	Activity Name
A1000	Resource Onboarding
A1010	Programme Set Up
A1020	Draft Procurement Documentation
A1030	Pre-qualification Period
A1040	Pre-qualification Assessment
A1050	ITT Period
A1060	ITT Assessment
A1070	Preferred Bidders Selected and Approvals Process
A1090	Mobilisation Start
A1030	Scope Definition
A1040	Assess Resource Requirements
A1050	Procure Project Management Support
A1060	Project Technical Support
A1070	Mobilise Project Team
A1100	Mobilisation Complete
A1080	Project Set Up
A1110	Feasibility Start
A1120	Feasibility Study
A1130	Feasibility Client Review
A1140	Feasibility Study Update
A1150	Feasibility Study Complete
A1160	Land Acquisition Start
A1170	Establish Land Requirements
A1180	Engage with Estates Department
A1190	Agree Land Acquisition Approach
A1200	Land Acquisition
A1210	Land Acquisition Complete
A1220	Preliminary Design Start
A1230	Preliminary Design Period
A1240	Preliminary Design Review Period
A1250	Preliminary Design Update
A1260	Preliminary Design Consultation Material Preparation
A1270	Preliminary Design Final Sign Off
A1280	Preliminary Design Complete
A1290	Consultation Start

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Activity ID	Activity Name
A1300	Consultation Material Preparation
A1310	Consultation Advertising
A1320	Consultation Period
A1330	Consultation Analysis
A1340	Consultation Impact Report
A1350	Consultation Complete
A1380	TRO – Prepare Drawings and Schedules
A1390	TRO – Advertise Order
A1400	TRO – Consider and Respond to Objections
A1410	TRO – Withdrawal Period
A1420	TRO – Draft T&E Report
A1440	TRO – Issue Report to T&E Committee
A1430	TRO – T&E Committee Meeting
A1450	TRO – Decision Point
A1460	TRO – Public Hearing
A1480	RSO – Prepare Drawings and Schedules
A1490	RSO – Advertise Order
A1500	RSO – Consider and Respond to Objections
A1510	RSO – Withdrawal Period
A1520	RSO – Draft T&E Report
A1540	RSO – Issue Report to T&E Committee
A1530	RSO – T&E Committee Meeting
A1550	RSO – Decision Point
A1570	RSO – Public Hearing
A1580	Consents Start
A1600	Identify Consents Requirements
A1610	Consenting Period
A1590	Consents Complete
A1620	Detailed Design Start
A1640	Prepare Developed Design
A1650	Developed Design Review
A1660	Prepare Detailed Design
A1670	Detailed Design Review
A1680	Detailed Design Prepare Issue for Construction Design
A1630	Detailed Design Complete
A1690	Procurement Start
A1710	Agree Procurement Strategy
A1720	Prepare Tender Documentation
A1730	Tender Period

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Activity ID	Activity Name
A1740	Tender Review
A1750	Preferred Bidder Selection
A1760	Preferred Bidder Approval
A1770	Procurement Standstill Period
A1780	Contract Award
A1700	Procurement Complete
A1790	Construction Start
A1800	Contractor Mobilisation
A1810	Contractor's Design & Approval
A1820	Construction Contractor Consents Period
A1830	Construction Period
A1840	Construction Complete
A1850	Handback Start
A1860	As-built Design Drawings
A1870	Update Asset Management System
A1880	Lessons Learned Sessions
A1890	Close Out / Benefits Realisation
A1900	Handback Complete

Appendix F Procurement Options Workshop Scores

Options	Objectives						
	Flexibility ²	Value for Money ³	Speed of Delivery ⁴	Market Norm ⁵	Quality	Resource Requirement	TOTAL
01 – 1 No. D&B partner contractor Scape / other framework	✓	✓	✓✓✓	✓✓	✓✓	✓✓✓	12
02 – 2 to 3 No. D&B core contractors Mini competition	✓✓	✓✓	✓✓	✓✓	✓✓✓	✓✓	13
03 – In-house design & consultant support 1 No. build-only partner contractor Scape / other framework	½	✓	✓✓ ½	✓✓	✓✓ ½	✓✓✓	11.5
04 – In-house design & consultant support 2 to 3 No. build-only core contractors Mini comp	✓ ½	✓✓	✓ ½	✓✓	✓✓✓	✓✓	12
05 – Individual procurement Discrete packages of work (geographical or types) D&B / Build only	✓✓✓	✓✓✓	✓ ½	✓✓✓	✓✓	✓	13.5
06 – Individual procurement for each project D&B / Build only	✓✓✓	✓✓ ½	✓	✓✓✓	✓✓	½	12

² Any strategy needs to be sufficiently flexible to accommodate:

- a. Differing scale and complexity;
- b. Where projects are in the lifecycle (feasibility / design / consultation / TRO)

³ Any strategy must deliver VfM to the Council.

⁴ There is an imperative that the Programme is now accelerated and speedy delivery needs to be factored into any strategy.

⁵ Any strategy needs to follow market norms and not be overly innovative.

Appendix G Approach to LDPAP

1 Programme Overview

This appendix sets out the approach to deliver the active travel related actions within the Local Development Plan Action Programme. These actions are aimed to provide access from the new developments to the existing active travel and public transport networks.

1.1 Programme Name

Local Development Plan Action Programme

1.2 Key Milestones

The key milestones are:

Table 19 - Programme Key Milestones

Milestone Activity	Milestone
Prioritisation Framework Agreed	Jan 2019
Complete PDP and Client Sign Off	Apr 2019
T&E Committee Meeting	28 th Jun 2019
PMO Resourcing and Set Up	May/Jun 2019
Framework Procurement	Dec 2019
FY 2019/20 Priorities Set Up	Dec 2019
FY 2020/21 Priorities Set Up	Jul 2020
FY 2021/22 Priorities Set Up	Feb 2021
FY 2022/23 Priorities Set Up	Aug 2021

1.3 Local Development Plan Background

1.3.1 Edinburgh's Local Development Plan (LDP)

The LDP was published in November 2016 and sets out policies and proposals relating to the development and use of land in the Edinburgh area, informing decisions on investment opportunities and the provision of infrastructure and community facilities.

It is accompanied by an Action Programme which establishes how the Council intends the plan to be implemented. It includes a list of actions required to deliver the policies and proposals, informing about delivery responsibilities and expected timescales.

1.3.1.1 Local Development Plan Action Programme (LDPAP)

The LDPAP was initially published on December 2016 with a later review dated January 2018. The latest revision of the LDPAP has been published on January 2019.

The Action Programme is intended to help align the delivery of the LDP with corporate and national investment in infrastructure. It is informed by the annual Housing Land Audit and Completions Programme (HLACP).

This LDPAP should be read alongside LDP Policy Del 1 (Developer Contributions) and Supplementary Guidance on Developer Contributions and Infrastructure Delivery.

1.4 Programme Constraints

1.4.1 Financial

City of Edinburgh Council

Active Travel Programme

The baseline budget available to deliver the LDPAP active travel related actions up to financial year 2023 is as follows:

Table 20 - Programme Budget

Work stream	(£)	Status
Council LDPAP Funding	£6.50m	Cannot be considered available as most of it has already been allocated.
Sustrans' Places for Everyone Funding	tbc	Engagement with Sustrans required to establish the potential for funding.
Developer Contributions	£1.18m	Ongoing engagement with the Council's Planning and Legal departments is required – Funding & Contributions Working Group.

1.4.2 Time

1.4.2.1 Dependencies

These projects and actions are linked to the delivery of the LDP. Therefore, they have a required delivery date associated to the developments they connect which is instrumental on how projects belonging to the LDPAP are delivered.

The agreements with developers include timescales either for paying the agreed contributions or for delivering the required infrastructure. These timescales will have to be closely monitored to ensure that the agreements are observed by the developers.

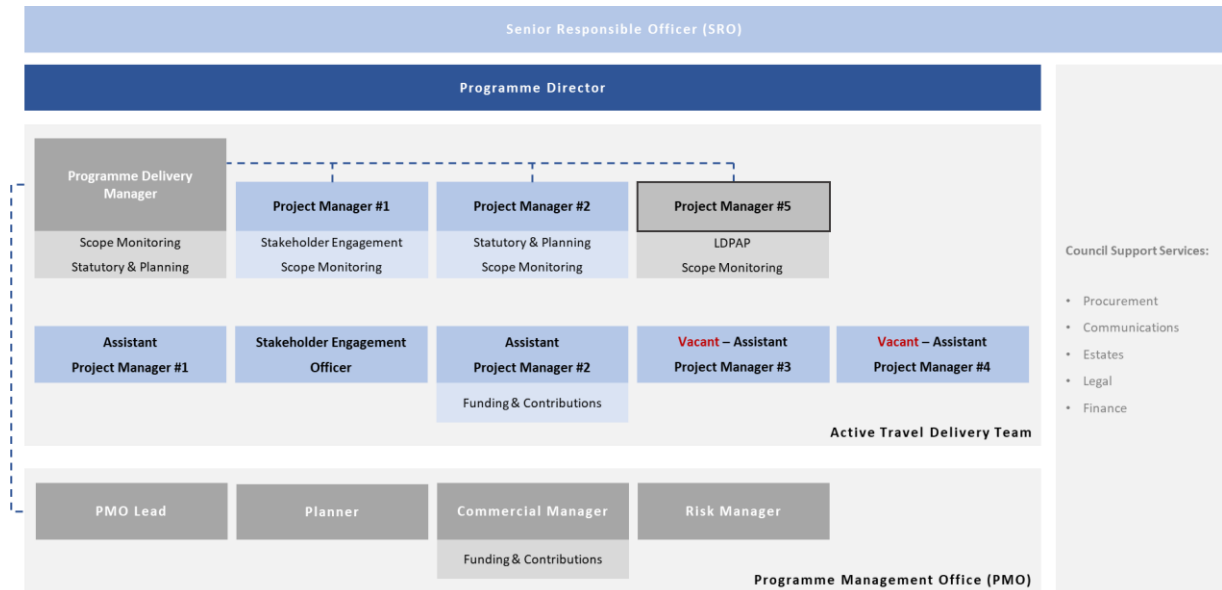
2 Programme Governance and Organisation

2.1 Governance Overview

The governance structure proposed in this PDP sits across both programmes with initially an additional Project Manager #5 appointed to lead on the delivery of the actions within the LDPAP.

There will be an initial set up phase for the priorities belonging to financial year 2019/20 finalising December 2019 and led by the Project Manager #5. During this phase the resource requirements to deliver these projects will be reassessed and may result in additional staff requirements.

Figure 7 – LDPAP Specific Governance Arrangements



2.1.1 Key Roles and Responsibilities

The table below lists the role of the Project manager #5 responsible for managing the delivery of the Local Development Plan Action Programme setting out high-level responsibilities:

Table 21 - PMO Team Roles & Responsibilities

Role	Focused Workstream	Responsibilities
Project Manager #5	Local Development Plan Action Programme	Responsible for the management and delivery of the assigned projects within the LDPAP. Coordinate and link with other Council programmes, initiatives and schemes.

3 Prioritisation Framework

3.1 Approach to Project Prioritisation

Besides the criteria detailed on this PDP, in the case of the Local Development Plan Action Programme, the required delivery dates associated to the developments need to be taken into account when prioritising projects.

As the budget availability is not certain at this point, the projects will have to be developed through an initial set up phase for the actions included within financial year 2019/20. This process is detailed on section 4 and will allow to establish the specific resource requirements, as well as assessing budget availability.

The following table shows all the scored active travel related projects belonging to the Local Development Plan Action Programme for FY 2019/20:

GIS Code	Action	Delivery	Required	Score
350	Lochend Butterfly HSG 12	Council	2019/20	4.52
160	Jane St / Tenant St connections	Council	2019/20	3.98
110	The Water of Leith, between Warriston and Commercial Street	Council	2019/20	3.57
220	Promenade Link to Granton Harbour	Council	2019/20	3.39
890	Cycle access to Ravelrig Road	Council	2019/20	3.39
980	Pedestrian/Cycle path connecting to Jack Kane Centre	Council	2019/20	2.93
570	Cycle link – Gilmerton Road to Lasswade Road	Partial Council	2019/20	2.89
80	Leith Links (west) to Bath Road	Council	2019/20	2.84
870	Improved pedestrian/cycle crossing facilities on A70 – may be requirement for signal control	Council	2019/20	2.66
100	Leith and City Centre (East)	Council	2019/20	2.66
860	New footway along east frontage boundary, linking into Newmills Road footways	Partial Council	2019/20	2.53
930	Provide upgrade to cycle routes between site and Curriehill Station	Council	2019/20	2.33
	Cycle path from Lasswade Road to HSG23/24	Developer	2019/20	2.24
510	New footway along Gilmerton Dykes Road	Developer	2019/20	2.24
800	Pedestrian access to be provided from Main Street	Council	2019/20	2.20
620	Pedestrian/Cycle Route connecting Newcraighall North to Newcraighall East	Developer	2019/20	2.06
850	High quality pedestrian/cycle routes through site	Developer	2019/20	2.06
790	Appropriate pedestrian and cycle access within site	Developer	2019/20	1.33

4 Baseline Master Schedule and Management Protocols

4.1 Work Breakdown Structure

The work breakdown structure (WBS) for the projects within the context of the Local Development Plan Action Programme follows the same approach than the Capital Programme in order to unify the delivery structure for both programmes.

As the projects within the LDPAP can be effectively considered as not started, an initial set up phase including activities related to mobilisation and feasibility has been established for each financial year as detailed on Table 22 below. This phase includes two gateways where the projects for each financial year will be assessed and evaluated.

Once this phase is complete for the first financial year (FY 2019/20) work will commence on the projects that have been selected to be delivered through both gateways. At the same time, the same set up phase will be initiated for the next financial year (FY 2020/21) projects.

Table 22 – Local Development Plan Action Programme WBS

Level	Work Breakdown Structure	Completion / Notes
1	FY 19/20 Initial Projects Set Up	Dec-19
2	<u>Mobilisation</u>	Sep-19
3	Scope Definition	
3	Assess Resource Requirements	
3	GATEWAY 01	Jul-19 / Evaluate project prioritisation based on resource required vs availability
3	Project Management Support	
3	Project Technical Support	
3	Mobilise Project Teams	Sep-19
2	<u>Feasibility</u>	Dec-19
3	Feasibility Study	
3	Feasibility Client Review	
3	GATEWAY 02	Nov-19 / Evaluate scores, FY 2019/20 costs vs budget availability
3	Feasibility Study Update	Dec-19

5 Budget, Funding and Cost Management

5.1 Baseline Budget and Funding

5.1.1 Council Budget

An initial assumption has been made to consider that no funding is available from the Council for the delivery of the LDPAP. There will be further work during the Set Up phase to investigate and assess if the Programme can count on funds from the Council and it will be reflected on the baseline cashflow for the Programme.

5.1.2 Sustrans Funding

Sustrans / Transport Scotland now permit that active travel elements from other relevant projects (publicly funded or otherwise) to be included as part of a wider funding pool to match their contributions. This option will be explored to assess the availability of funding through this workstream.

An assumption has been made that the Initial Projects Set Up phase will be fully funded through Sustrans' Places for Everyone programme.

5.1.3 Developer Contributions

At present there is a total contribution agreed with developers of £1.18m, either contributing towards projects that will be delivered by the Council or through projects delivered by the developers.

This source of funding will be reflected in the cashflow with the timescales associated to each contribution. It will be possible to use these contributions as match funding towards Sustrans' funding.

6 Stakeholder Identification

A detailed stakeholder identification exercise will be carried out as part of the Stakeholder Management Plan to be developed during the Programme Set Up phase. This exercise will also analyse the stakeholders following a power / interest matrix approach.

The table below shows potential stakeholders that may have an overall influence on the Programme or an influence in specific project development.

Table 23 - Preliminary Stakeholder Identification

Stakeholder Group	Stakeholder	Contact Name
Developers		tbc
Utilities	tbc	tbc
Transport	Lothian Buses	tbc
Transport	Edinburgh Tram	Michael Motion
Systems	Edinburgh Tram (Operator)	tbc
Retail	Local Businesses	tbc
Local Residents	General Public	tbc
Community Organisation	Living Streets Edinburgh	tbc
Community Organisation	Community Councils	tbc
Community Organisation	Spokes	tbc
Internal	Council's Internal Stakeholders	tbc
	Sustrans	tbc
	Mobility and Access Committee for Scotland (MACS)	tbc
Development	Places for People	tbc
Health	NHS Lothian	tbc
Educational Establishments	tbc	tbc