

# Cycling and Society Research Group

The role of governance, planning and stakeholder engagement in the delivery of major cycling infrastructure in London



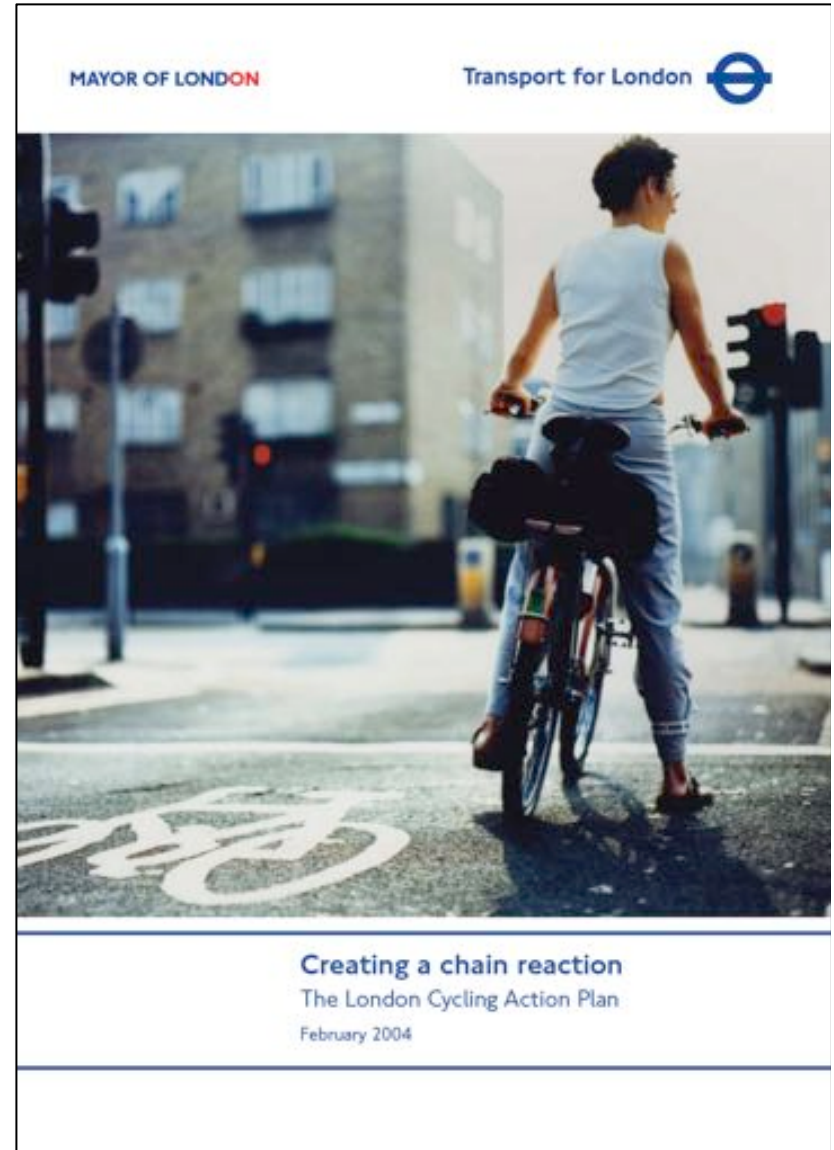
Brian Deegan

# Contents

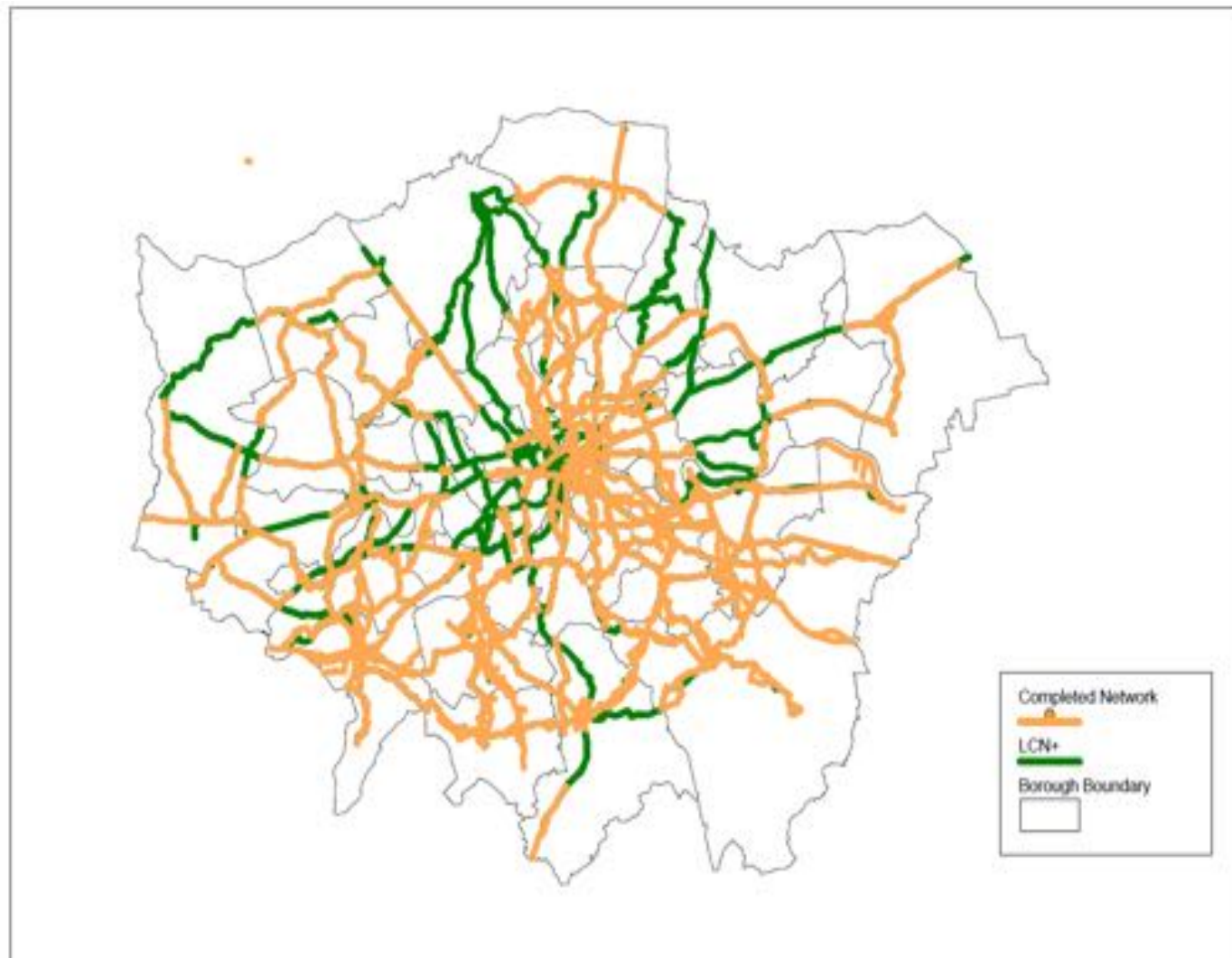
- ICE paper summary
- Governance
- Planning
- Stakeholder engagement
- Conclusions

## The objectives

Objective 1: Introduce quality conditions on the London Cycle Network plus (LCN+)  
The LCN+ is a 900 km London-wide network of routes for cyclists, due for completion in 2009/2010 (subject to available funding).



# ICE Paper



# Method

- Looked at % increase in total Killed or Seriously Injured collisions in 2010 compared to a pre project 1994 – 1998 average for each LA
- Looked at % increase in trips from census data in 2001 and 2011 for each LA
- Success defined as increase in trips with decrease in KSI
- Split inner from outer London, one control LA for each. Barnet outer, K & C inner
- Compared this to extent of network completion and infrastructure type

# Infrastructure types

- 20mph limits and zones
- Tracks
- Lanes
- Traffic calming
- Paths (Shared footway)
- Permeability



Spot the cycling infrastructure

# Results

- LA's who chose shared footway as a principal design choice performed below the "Do Nothing" control group in terms of cycle trips
- LA's with mixed approach but excluding shared footway had increase in trips beyond control and decrease in collisions beyond control
- Safety and trip increase should not be the only measure of success. Overall level of service is also important

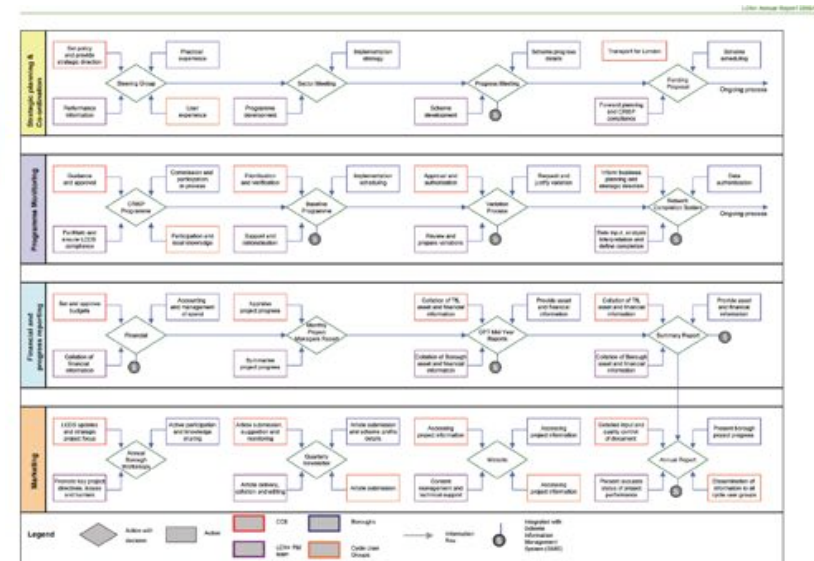
# This paper

- Participant observation (I worked on the project)
- Hence lots of subjectivity (Project archives)
- Positive and negative review of all non engineering aspects of the project. Particularly the planning and governance
- Compare project management approach to best practice approaches such as PRINCE 2

# Governance

- Partnership flow chart

## LCN+ Partnership Model



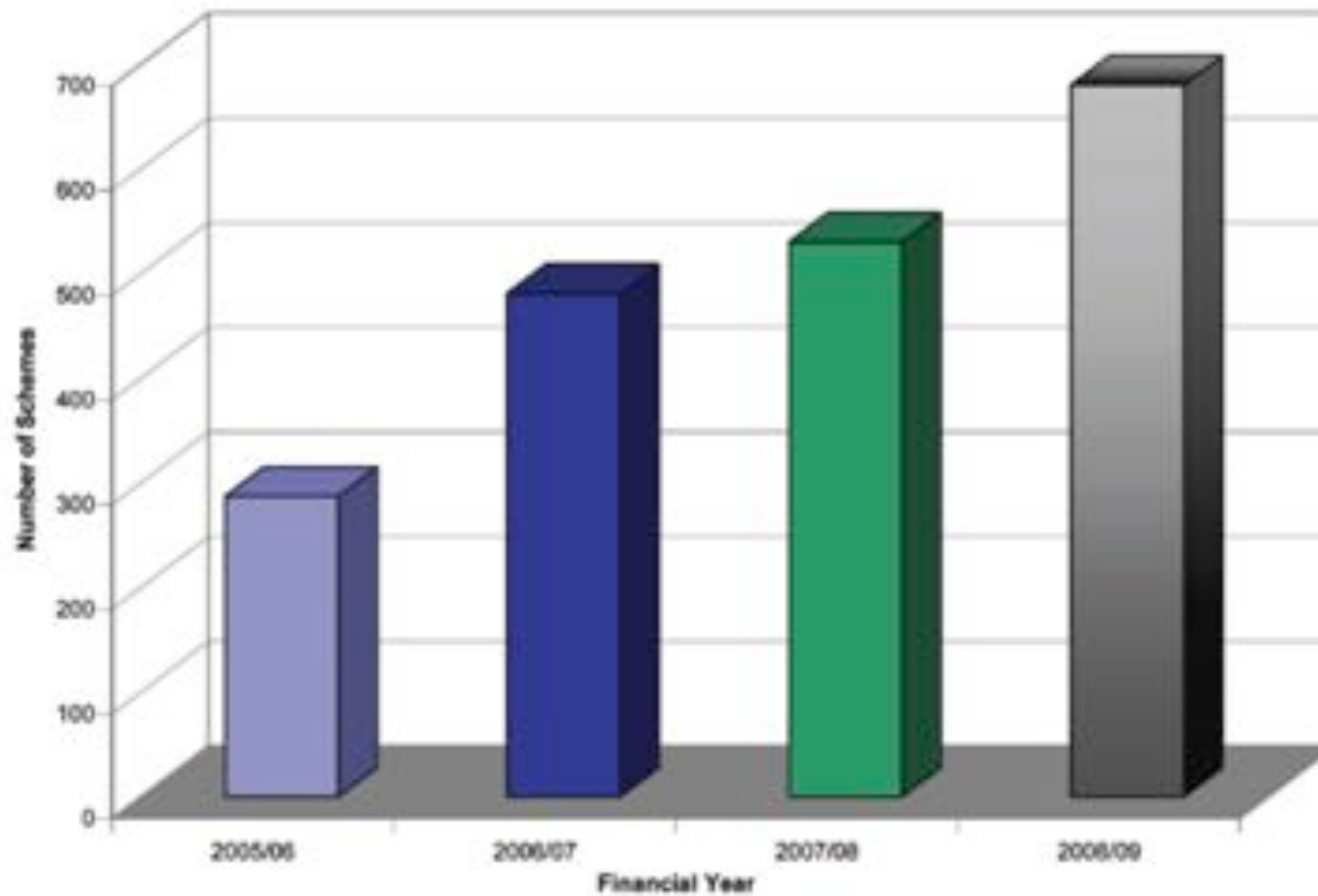


# Findings

- Client restructures led to mid project policy changes eg. Tavistock in Camden, (no more segregation on quieter roads)
- The good LA's gold plated the best infrastructure whilst the rest remained poor... but money was spent
- The segregation/integration debate between LCC and CTC left authorities with no way to make *cyclists* happy. *So best to avoid build all together*
- Maybe a specialised delivery team would have been more effective in overcoming local skills gap

# Planning

**Figure 6:** Schemes delivered and projected scheme delivery



# Findings

- Major developments and larger traffic schemes trumped cycling schemes often providing severance (eg Greenwich)
- Methodological errors (Network Completion System) led to distorted view of progress
- Length delivered versus ride quality. Constrictive performance indications can lead to all the hard bits being left and holes all over the network
- Still built an impressive amount and increased the cycling budget. Showed that money for cycling could actually be spent.

# Stakeholder engagement



# Findings

- Unprecedented stakeholder involvement
- Time consuming and with variable levels of influence on schemes (see CSRG paper from Oxford, 2010)
- CRISP as a planning tool is discussed ICE Journal paper 2011. (Deegan and Parkin)
- Same dual approach to CRISP as with this subject.
- Expensive and time consuming but if done right can be effective tool, especially in bypassing objections

# Project Conclusions

1. Get a robust PI baseline to measure against. Make a case for cause and effect.
2. Political engagement vital but it needs to be across the board
3. Engage LA officers, not just the cyclists
4. Record your assets so you can protect them
5. Synergy with other modes is great but don't compromise key design principals

LCN+ Project legacy:

Getting LA's to actually spend money on cycling!