

WestTrans Station Access Schemes Lessons Learnt & Good Practice Guide



Purpose of this Guide

The purpose of this document is to report on the achievements of the WestTrans Station Access Programme over the past four years with the aim of distilling lessons learnt and good practice to inform the development of future transport schemes.

While this document refers specifically to station access schemes the good practice principles discussed are relevant to the development of transport schemes in general.

The report is structured in the following manner:

- A: Station Access Context and Programme
- B: Step One Approach
- C: Step Two Approach
- D: Step Three Approach
- E: Summary of Good Practice Principles
- F: Useful Documents for further reading

A Station Access Context and Programme

- Station Access schemes are funded through Transport for London's Area Based Scheme (ABS) Programme.
- The main aims of a Station Access scheme are to improve station access for all modes of transport (including pedestrians, cyclists, buses, cars) as well as making improvements to the public realm.
- The ABS Scheme Programme allows for a more structured approach to scheme design and delivery through a Step process:
 - Step One: Scheme Concept Design
 - Step Two: Scheme Development
 - Step Three: Implementation

The Role of the WestTrans Station Access Coordinator

- To manage the WestTrans Station Access Programme.
- Act as a Design Champion and ensure project continuity during handovers.
- Provide advice and assistance in scheme development.
- Prioritise stations for future schemes.
- Undertake Step Ones and Step Twos.

WestTrans Station Access Programme



Hanwell Station (Ealing) Implemented: Jan 2010 (£116k)



Castle Bar Park Station (Ealing) Implemented: Feb 2010 (£146k)



Ravenscourt Park Station (H&F) Expected Implementation: Spring 2010 (~£300k)



Eastcote Station (Hillingdon) Expected Implementation: Autumn 2010 (~£250k)



Northwick Park Station (Brent) Expected Implementation: Winter 2010 (~£250k)



Rayners Lane Station (Harrow) Expected Implementation: Winter 2010 (~£250k)



Turnham Green Station (Hounslow) Step 1

WestTrans Station Access Achievements

- Implemented three schemes (Step Threes), developed seven schemes (Step Twos) and undertaken ten Step Ones.
- Developed a quantified approach to the prioritisation of future station access schemes.
- 85% spend on allocated funding for 2009/10.
- Improved the quality of the scheme delivery process.
- Reduced the delay to scheme delivery through a structured work programme and risk assessment process.
- Improved communication within Boroughs, and between the Partnership and TfL.

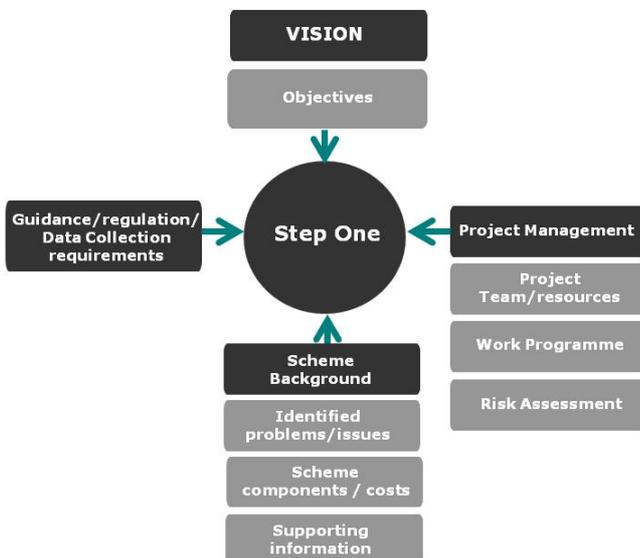
Prioritising Future Schemes

Working with the Boroughs, the Station Access Coordinator has helped identify the need for future station access schemes and strategically prioritised these stations across the six WestTrans boroughs.

Following discussions with borough officers, site visits and analysis of TfL Criteria, the Station Access Coordinator applied a 'priority rating' to stations, based on the PERS methodology. A Partnership-wide decision was then made on those schemes to progress to Step One.

B Step One Approach

The aim of a Step One is to provide a **strategic overview** of the potential scheme, its aims and proposed solutions and outline costs.



Step One Good Practice

The Step One provides an opportunity to start thinking about the scheme's project management and answer the following questions:

- What is the overall vision for the scheme?
- Who will manage the scheme and maintain its vision?
- Who will form the project team?
- What resources are required (both internal and external)?
- What funding is required and from where?
- What are the timescales and potential risks to scheme delivery?
- What data needs to be collected?
- What guidance/regulations need to be considered?

Example of Vision Setting

Rayners Lane Station Access Step One



The Need for a Scheme:

An initial site visit identified significant problems with regards to: poor pedestrian crossing facilities, lack of wayfinding and an uncoordinated public realm.

Scheme Vision: An accessible, convenient and legible station environment and vicinity, which has an enhanced sense of place.

Scheme Objectives:

- Improve pedestrian crossings.
- Improve routes/links to and from the station.
- Improve station interchange facilities
- Introduce signing to improve wayfinding.
- Improve the public realm to encourage social interaction along key routes/links and outside the station.

C Step Two Approach

From WestTrans experience, problems have arisen during the following stages of scheme development:

1. **Project management** – e.g. changing personnel, lack of resourcing.
2. Lack of or inconclusive **data collection**.
3. Lack of development of **scheme options** and structured appraisal process.
4. Poor management / consideration of **public consultation**.

To reduce the risk of these happening best practice measures have been put in place, which are as follows...

1. Project Management Good Practice

- Establish a project team with clear, accountable project roles. Keep the project team up-to-date on progress and communicate problems at an early stage.
- Establish what skills are required and whether these are available in-house.
- Involve the Highways Department early on.
- Set up a project filing system. The Project Manager should specify the precise division of contents and the locations in which the various documents, drawings and electronic files are stored.
- Consider the needs of stakeholders and devise a strategy for how they will be engaged with and how their expectations will be managed.
- Produce a robust and comprehensive work programme with key milestones and deadlines e.g. cabinet approvals.
- Produce a Project Risk Management Plan.

Project Risk Management

Project risks should be recorded in a Project Risk Management Plan and regularly reviewed by the project team throughout the project life. An example is provided opposite.

The Risk Management Plan should set out the type and level of risk and possible mitigating measures.

2. Data Collection Good Practice

- Tailor data collection to the intended scheme.
- Collect robust data to defend the need for improvements.
- Review availability of existing data e.g. previous studies.
- Speak to stakeholders to gain local knowledge.
- Undertake before/after attitudinal surveys to understand local behaviour/issues.

Example Project Risk Management Plan

WestTrans - Ravenscourt Park Station Access Risk Assessment

Risk	Assessment			Potential Mitigation Measures
	H	M	L	
Project Management				
1. Necessary skills/internal resource			✓	The project is led by the Planning Department with support from the Highways Department. The Project Manager (Matthew Veale) will retain project ownership of the scheme vision and continually review the delivery process on handing over to the Highways Department.
2. Deliverability of scheme in 2010/11				A robust work programme with all approval milestones, tasks and timescales has been agreed by H&F/MVA. The work programme will be monitored throughout scheme development and any potential issues raised with the Station Access Coordinator at an early stage.
Financial				
1. Cost of the scheme			✓	The scheme costs will be closely monitored during the design and construction stages of the project, and a robust cost estimate produced with an appropriate level of contingency included.
Statutory				
1. Emergency services 2. TMA Approval - Scheme and Works Notification 3. Street Works Notification 4. Traffic Orders			✓	1. Emergency services will be consulted with regards to the scheme proposals. Normal highway design standards will be applied to the design. 2. TMA notification will apply because King Street is on the SRN and adjacent to Ravenscourt Road and Dalling Road. (2 months notice period required) 3. Street works notification (3 months notice period required) 4. Traffic orders will need to be advertised and explained to all stakeholders as to the benefits of the changes.
Third Party				
1. Stakeholders - Residents, Local Businesses, London Underground and other interested parties a. Informal consultation b. Formal consultation c. LUL - Lease agreements			✓	1. All stakeholders will be informed of the scheme proposals via the following methods: a. Informal consultation. - Initial discussions have taken place with the residents association of the area and a positive response has been received. However, two issues need to be addressed. Further discussions will take place in due course. b. Formal consultation. - Will take place with all residents, Local Businesses, London Underground and other interested parties, once Cabinet Members approve the scheme. c. LUL - Lease agreements are currently being investigated to acquire land to widen the alleyway between Ravenscourt Place and Dalling Road.
Public/Political				
1. Cabinet Members Approval 2. Key Decision Required (Scheme worth over £100k) from leader of the Council			✓	1. Cabinet Members Approval will be sought once the scheme design is completed. A briefing note has been sent to the Cabinet Member for an initial opinion on the preliminary design. A positive response was received and further development of the scheme was encouraged. 2. The scheme costs will exceed £100k so this will require a Key Decision from leader of the Council. This requires a 3 month lead-in period.
Programme				
1. Clash with other programmed works in the area			✓	The street works section will be fully informed of the programme and any potential clashes with other schemes will be avoided.

3. Scheme Options/Appraisal Good Practice

Three problems that compromise scheme design and timescales include:

- Overly focused on one design option.
- Lack of structured evaluation of options.
- Default use of CAD.

Develop a Range of Options

Why develop options?

- No one correct 'answer'.
- Options show:
 - A cost range
 - The effectiveness of various alternatives
 - A design audit trail to justify actions and decisions.

Matrix Evaluation

- Allows for the structured evaluation of options against scheme objectives.
- The Red, Amber, Green (RAG) system is a simple way to evaluate the effectiveness of options and inform the selection of a preferred option.
- Provides contender schemes for newly available or contingency funding.

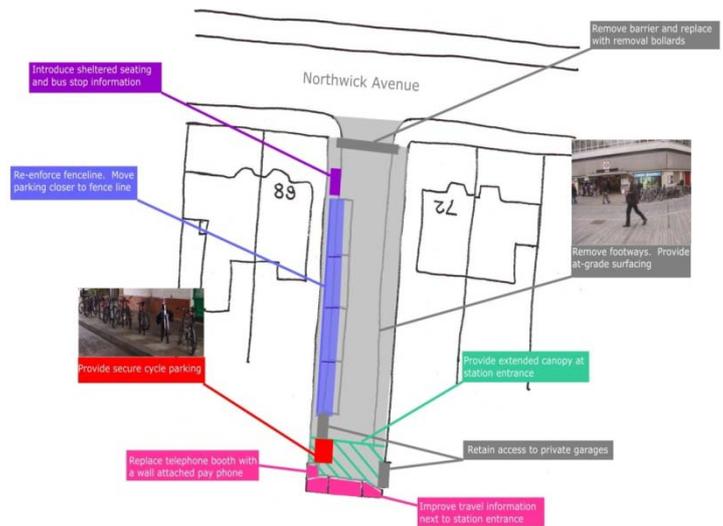
Example Evaluation Matrix

Scheme Objectives	Proposed Options		
	A	B	C
Pedestrian Accessibility			
Maximise the pedestrian space	Red	Amber	Green
Provide convenient pedestrian links to/from the station and its interchanges	Red	Amber	Green
Remove street furniture clutter	Red	Green	Green
Wayfinding and Signage			
Improve signage and information provision.	Green	Green	Green
Personal Security and Lighting			
Design out nooks and crannies and dark spots to improve personal security	Green	Green	Green
Improve street lighting and surveillance to reduce the fear of crime	Amber	Green	Green
Cycling Environment			
Provide high quality parking facilities for cyclists	Red	Green	Green
Public Realm			
Improve character	Red	Green	Green
Use materials with a long life, environmentally sensitive and are easy to maintain	Amber	Green	Green
Overall:			
Cost (£):	18,000	24,000	30,000

Schematic Plans

- Considered an alternative to CAD as part of Step Two scheme development.
- Can save time and resources.
- Are easy for stakeholders to understand.
- CAD drawings can give the message of completeness.

Example Schematic Plan



4. Consultation Good Practice

Insufficient consideration of consultation can lead to:

- Programme difficulties.
- Design compromise.
- Cost implications.

Early consideration of consultation should include:

- Who the stakeholders are.
- A strategy on how to mitigate against potential responses.
- What are stakeholders internal processes and what impact may these have on scheme development?
- When/how often should stakeholders be consulted and by what method?
- It is important to tailor consultation appropriate to the stakeholders. A useful method is to conduct a joint inspection meeting of the site to discuss the project at an early stage.

D Step Three Approach

By this stage it is good practice that a robust work programme, risk assessment and detailed costs have been completed and all internal and external approvals should have been sought and approved. This means that design changes should not be necessary.

During Step Three the scheme will be handed to the Highways Department for implementation, however the project manager should retain ownership of the scheme vision and continually review the delivery process accordingly.

E Summary of Good Practice Principles

The good practice principles can be summarised as follows:

- Set a vision, aims and objectives at the start of the project and review them throughout scheme development.
- Consider timescales, risk and project team at the beginning and review throughout the process.
- Communicate progress, risks and problems early on to ensure scheme success.
- Maintain a clear audit trail of the project to ensure continuity, notably if project managers change.
- Consider data collection early in the process and tailor to the desire scheme.
- Consider stakeholders early in scheme development, understand their needs and develop a strategy for dealing with potential problems and managing expectations.
- Consider using schematic hand-drawn plans as part of scheme option development to save time and resources.
- Develop options and appraise these options against scheme objectives to ensure the ultimate scheme is pursued.
- Ensure a seamless handover from scheme development to implementation.

F Useful Documents

For further reading on the development of transport schemes, a document which may prove useful is the DfT's Local Transport Note 1/08 Traffic Management and Streetscape.



Traffic Management and Streetscape



Other Useful Documents (available on TfL Extranet):

- TfL ABS Guidance
- TfL Streetscape Guidance
- TfL Better Streets

Contact for further details

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