

## PROJECT INITIATION DOCUMENT

Cycle and Pedestrian Improvement Project  
March 2017

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>Cycle and Pedestrian Improvement Project 2017</b>		
<b>Project Start Date:</b>	May 2017	<b>Project End Date:</b>	March 2020
<b>Relevant Heads of Terms:</b>	TRFC		
<b>Responsible Directorate:</b>	Place		
<b>Project Manager:</b>	Margaret Cooper		
<b>Tel:</b>	<b>0207 364 6851</b>	<b>Mobile:</b>	<b>07986695036</b>
<b>Ward:</b>	Whitechapel, Stepney, Bow, Wapping		
<b>Delivery Organisation:</b>	London Borough of Tower Hamlets		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Yes (in part - £ 74,187 to TFL)		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	Engineering , Public Realm , Place Directorate		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>			
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's</b>	No		

<b>Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	Yes
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£1,130,854.05
<b>S106 Planning Agreement Number(s):</b>	PA/12/01133, PA/11/01223, PA/05/01727 PA/11/01971, PA/12/02131, PA/10/01481 PA/10/01734, PA/13/00218, PA/08/01666 PA11/03693, PA/12/02494, PA/15/02045 PA/13/01861, PA/13/01861, PA/11/02220 PA/12/00051, PA/12/02332, PA/10/01734 PA/12/01829
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	0
<b>Total CIL/S106 funding sought through this project</b>	£1,130,854.05
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Aman Dalvi	Corporate Director
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader - Planning Legal

Organisation	Name	Title
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Afiya Begum	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH – Health, Adults and Community	Tim Madelin	Senior Public Health Strategist
LBTH – Children’s	Pat Watson	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager - Energy & Sustainability
LBTH – Place	Christopher Horton	Principal Growth & Infrastructure Planner

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			

## **CONTENTS**

1.0	Purpose of the Project Initiation Document.....	6
2.0	Section 106/CIL Context .....	7
3.0	Legal Comments .....	12
4.0	Overview of the Project .....	12
5.0	Business Case .....	12
6.0	Approach to Delivery and On-going Maintenance/Operation .....	19
7.0	Infrastructure Planning Evidence Base Context .....	20
8.0	Opportunity Cost of Delivering the Project.....	20
9.0	Local Employment and Enterprise Opportunities.....	20
10.0	Financial Programming and Timeline .....	21
11.0	Project Team.....	22
12.0	Project Reporting Arrangements.....	22
13.0	Quality Statement .....	23
14.0	Key Risks .....	24
15.0	Key Project Stakeholders.....	25
16.0	Stakeholder Communications .....	26
17.0	Project Approvals.....	27

## 1.0 Purpose of the Project Initiation Document

- 1.1 This document sets out the proposals to deliver schemes / projects which have a common theme of cycle and pedestrian improvements across the Borough linked to specific development sites.
- 1.2 This document encompasses a number of contributions from 19 development sites; the schemes which will be delivered with this funding will be very similar in their outputs & deliverables. They are largely minor works of less than £100k value individually. It is therefore proposed to handle these contributions as one project which will be robustly monitored to ensure they deliver the improvements within the S106 contributions set aside for each site.
- 1.3 The objective is to improve facilities for pedestrians and cyclists in line with the Council's current Cycle Strategy and Place Making Strategies. The design of such schemes will comply with London Cycle Design Guidance and Street scene Design Guidance and will address the specification of relevant S106 obligations as well as local issues, including those arising from Road Safety Audits. Measures to be introduced may include:
  - Provision of new cycle routes or cycle permeability measures;
  - Enhanced pedestrian routes with raised tables to offer step-free access and improved crossing facilities where desire lines are identified;
  - Changes to traffic management to give greater priority to the safety of vulnerable road users;
  - improved walking and riding surfaces, better street lighting, and decluttering cluttering to achieve streets which are safe, accessible and free from street clutter.
- 1.4 A schedule of works setting out more details of the project outputs is attached as an Appendix to this report.
- 1.5 This Project Initiation Document (PID) will define the Cycle and Pedestrian Improvements 2017 project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
  - Justify the expenditure of S106 contributions on the named project which will

provide the IDSG with a sound basis for their decision;

- Provide a baseline document against which the Project Team, Project Manager Public Realm Engineering Project Board can assess progress and review changes.

## **2.0 Section 106/CIL Context**

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the following developments (see table below)



**Planning Applications**

Planning Applications	Site Address	Funding Requirement	PA Amount	Amount allocated to Project	Expiry Date of Contribution
PA/12/01133	153-157 Commercial Road	highway safety measures	5,000.00	5,000.00	no expiry date
PA/10/01659	100 Whitechapel Road	Cycle route and infrastructure improvements	49,885.14	49,885.14	06/06/2017
PA/11/01971	154 - 160 Hackney Road, Lond. E2	public realm - (street scene) improvements	24,170.47	24,170.47	TBC
PA/12/02131	Land adjacent to Repton Street	public realm in the general locality of the land	8,946.00	8,946.00	28/08/2023
PA/05/01727	Suttons wharf, Palmers Road.	Road improvements to Palmers Road and its junction with Roman Road	50,000.00	50,000.00	08/07/2024
PA/12/01829	640 Commercial Road	towards the provision of public realm improvements	69,187.00	69,187.00	TBC
PA/10/01734	Bow Enterprise Park	cycle route and infrastructure identified within Tower Hamlets Cycle Strategy: cycle connections	90,947.17	90,947.17	TBC
PA/13/00218	Aldgate Place	In the first instance towards any of the following public realm improvements at (a) to (c) below: Goulston Street - enhanced food market and shop spill out. (b) Old castle street - pedestrian priority zone to promote presence of women's library and remove clutter to provide an unhindered pedestrian route. Potential for providing a north south flush crossing over Wentworth Street to avoid crossing over cobbled. (c ) Gunthorpe street -	241,100.00	241,100.00	TBC

		environmental improvements: reveal Gunthorpes streets concealed entrance whilst maintaining its historic appearance; and if any of the contribution for public realm improvements is remaining it shall be spent on: (d) Buckle street - pedestrian priority zone to provide an unhindered pedestrian route and environmental improvements such as resurfacing, lighting and signage to improve permeability and way finding; providing always that if the contribution towards public realm improvements is not required for these specified improvements it may be applied to other public realm improvements within the area shown outlined in red on the plan attached at Schedule One labelled 'Public realm plan' (council to give notice to owner of projects)			
PA/13/01861	1 Paul Julius Close (Reuters)	for public realm improvements in the Borough	10,294.44	10,294.44	TBC
PA/13/01861	1 Paul Julius Close (Reuters)	for street scene and built environment improvements in the Borough	25,092.00	25,092.00	TBC
PA/08/01666	Site at North dock isle of Dogs Cross rail Station	"Connectivity and Integration Financial Contribution" for the following purposes: £45,000 towards the Preston's Road/Trafalgar Way cycle improvement Scheme. This involves widening the cycle land on Blackwall Way, Prestons Road and Trafalgar Way; £35,000 towards the Westferry road, Narrow Street and Locksfield Cycle route improvement and cycle parking/cycle hire provision along	171,524.66	126,524.66	04/12/2024

		this route to Canary Wharf and around the development; £70,000 towards the modification and improvements to the existing cycle by pass lane and cycle lane improvements on Poplar High St to improve the link to the development from the North of Canary Wharf			
PA/12/00051	136-140 Wapping High Street	street scene and built environment	97,102.79	97,102.79	12/12/2019
PA/12/02332	Leopold Estate, Bow Common Lane, St Pauls Way & Burdett Road - phase8	towards public realm improvements in the borough	52,284.00	52,284.00	TBC
PA/10/01481	60 Commercial Road	towards highway improvements: an investigation of the viability of on street cycle parking in the vicinity of the site and installation of public realm improvement works also with the vicinity of the land.	66,567.43	66,567.43	TBC
PA/10/01481	60 Commercial Road	towards the pedestrian improvement works: including but not limited to the provision of dropped kerbs and tactile paving in the vicinity of the development, the funding of a study and the carrying out of any identified pedestrian improvement works to the commercial road/alie street junction and a new crossing facility on commercial road at its junction with back church lane.	110,945.71	110,945.71	TBC
PA/11/03693	15-17 Leman Street	towards street scene and public realm improvements	£12,676.00	£12,676.00	TBC



PA/12/02494	100 Violet Road	towards the provision of traffic calming measures and a new pedestrian crossing toward the northern end of Violet Road	£31,446.22	£31,446.22	TBC
PA/15/02045	221 Burdett Road	pedestrian crossing at St Pauls Way	£10,000.00	£10,000.00	TBC
PA/11/02220	London Fruit and Wool	towards sustainable transport infrastructure and the smarter travel initiative to encourage walking and cycling to/from the lane	£48,685.02	£48,685.02	TBC

## CIL

- 2.9 This PID does not seek approval for the expenditure of CIL funding

### **3.0 Legal Comments**

- 3.1 Legal Services considers the use of contributions to support the Cycle and Pedestrian Improvement Programme satisfies the terms of all S106 agreements set out in the table at paragraph 2.5 above.
- 3.2 The S106 agreements vary in terms of their requirements as to how the contributions should be used as some are more specific and require that the funding is used towards highway safety measures or cycle route and infrastructure improvements. Whereas, some of the S106 agreements are more general and require only that the contributions are used towards public realm improvements.
- 3.3 Agreement PA/15/02045 received a “Pedestrian Crossing Contribution” to be used towards a pedestrian crossing at St Paul’s Way. However, it is proposed instead that the contribution be used towards implementing traffic calming measures on the same highway as the location where it was envisaged the crossing would be built has been used to provide access to the development site. It is arguable that the effect of implementing traffic calming measures seeks to achieve the same outcome as the pedestrian crossing which is to improve the safety of pedestrians. However, the agreement is specific that the contribution is used towards a pedestrian crossing and does not discuss any alternatives. We recommend that a cautious approach may be to discuss the Council’s intentions for the contributions with the developer who was an original party to the s106 agreement. This will alert the Council as to whether there are likely to be any challenges made as to how the contributions are spent.
- 3.4 The Schedule of Works spreadsheet at Appendix A is helpful in setting out which contributions shall be used for each individual project and how the project outputs are aligned with the requirements of the relevant S106 agreement. We are satisfied funding for this PID is in accordance with all of the S106 agreements, save for those mentioned above.
- 3.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.

- 3.6 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 3.7 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

#### **4.0 Overview of the Project**

- 4.1 A number of S106 contributions including provision for cycle and pedestrian improvements including cycle routes, repaving, new crossings, signage and traffic calming measures in the vicinity of the sites are encompassed within this PID. For the majority, the S106 Agreement specifies in detail the location and scope of the works to be delivered through the contribution but others have a more generic description of the type of works. The table above is a summary of the information set out in the relevant S106 Agreement for each site.
- 4.2 Section 5 below sets out the key deliverables and, as the works will be of a very similar nature, Public Realm Engineering propose to handle this as one programme which will be robustly monitored as individual schemes to deliver the improvements within the S106 contributions set aside for each site.

#### **5.0 Business Case**

##### Overview/General

- 5.1 The overall aim of the project is to encourage and support sustainable modes of transport to provide a safe and accessible environment for more vulnerable road users. In particular it will be used to take forward delivery of pledges committed in the Cycle Strategy (Jan 2016).
- 5.2 The improvements will improve safety, reduce accidents, and improve the local

environment and perception of personal safety for cyclists and pedestrians to reduce car dependency / usage, encouraging more active lifestyles and making the Borough a more pleasant place to walk and cycle particularly for shorter journeys.

- 5.3 In all schemes except (PA/12/01133 and PA/12/01829) the works will be designed and delivered under the Highways Improvements Framework Contract CLC 4371, with design, consultation and site supervision led by Public Realm Engineering. On completion of the works, there will a 12 month maintenance defect period during which time the contractor will be responsible for rectifying any defects. The improved facilities for pedestrians and cyclists would then revert to 'business as usual' maintenance responsibilities, with planned highway inspections and maintenance regimes managed and funded through the Public Realm Highways Maintenance revenue budget
- 5.4 Schemes relating to PA/12/01133 and PA/12/01829 involve works on the Transport for London Road Network which TfL will be responsible for delivering. A Purchase Order will therefore be raised to TfL for the delivery of works as specified in the S106 schedule.

#### Project Drivers

- 5.5 The main project drivers are:-
- Improving operational performance of the network for vulnerable road users;
  - Delivering actions set out in key Place Making Strategies and the Council's Cycle Strategy;
  - Increasing investment in delivering on the Council's statutory responsibilities for improving road safety and highway conditions

#### Deliverables, Project Outcomes and Benefits

- 5.6 The main improvements and tangible measures to be delivered through this project include the following:
- Up-grade of walking surfaces including provision of dropped kerbs to improve accessibility;
  - New or improved cycle routes and / or cycle permeability measures;
  - Traffic management and calming measures including speed tables, entry treatments, speed cushions;

- Up-grade of street lighting to improve safety and perception of safety;
- Pedestrian crossing facilities zebra crossings, pedestrian refuge islands;
- Removal of street clutter; and
- Pedestrian and cycle signage including Legible London.

### Other Funding Sources

- 5.7 Some funding may complement schemes funded through TfL Local Implementation Plan funding which totals approximately £2.8m per annum borough wide. The funding to be allocated to TfL projects will complement TfL capital funding for the A13 Scheme.

### Related Projects

- 5.8 N/A

## **6.0 Approach to Delivery and On-going Maintenance/Operation**

- 6.1 All of the works activities being carried out will be under the Public Realm Division of the Place Directorate.
- 6.2 As the works are of a very similar nature, the project will be delivered as a programme of works and the Cycle & Pedestrian Schedule of Works is attached as Appendix to this document. The schedule sets out the schemes in more detail – the location, the type of works proposed [outputs] and the start and completion date.
- 6.3 The feasibility studies, design, consultation and associated highway works will be carried out in-house by the Engineering Group in Public Realm. The works will be carried out by the Council's framework contractors and supervised on site by Engineers from that Group.
- 6.4 The feasibility and outline design for each scheme will be developed in accordance with the funding requirements set out in the relevant S106 Agreement.
- 6.5 Additional design support may be procured through the Council's Highway Maintenance and Improvements contract [CLC 4371] which includes the facility to engage professional design services from the Term Contractors JB Riney & Co. and Bouygues UK
- 6.6 The implementation of capital works will be carried out by the Council's term contractors using the suite of services within CLC 4371 including highway and street lighting / electrical works.

- 6.7 The project will be monitored through the Engineering Project Board to ensure the scheme is on target with regard to spend and programme.
- 6.8 Procurement imperatives for maximising local benefits as agreed by members were integrated into the tendering documentation for CLC 4371 with benefits including local employment initiatives which will be monitored as Key Performance Indicators during the life of the contract. The contract came into effect on 1<sup>st</sup> October 2014 with an initial term of 5 years and option for extension up to 2 years.
- 6.9 Signage' will be displayed signifying the use of s106 contributions on the hoarding or on street work frames.

## **7.0 Infrastructure Planning Evidence Base Context**

- 7.1 This project forms part of the commitment as stated in the Infrastructure Delivery Framework, evidence base to support the “need and provision of transportation and connectivity infrastructure”. The framework states that the responsibility for developing a programme of transport connectivity, which includes cycling and pedestrian infrastructure is shared between TFL, the council and the developer. As such one of the main priorities as outlined within the evidence base is the adoption of a borough wide cycling improvement program.

## **8.0 Opportunity Cost of Delivering the Project**

- 8.1 The majority of the S106 contributions contained in the above table are very specific to the type of projects that can be delivered, with this funding. As such the use of the funds to deliver projects to improve cycle and pedestrians routes, traffic calming and street lighting is consistent with the funding requirements associated with the Planning Applications.

## **9.0 Local Employment and Enterprise Opportunities**

- 9.1 Procurement imperative for maximising local benefits as agreed by members was integrated into the tendering documentation for CLC 4371. Benefits including local employment initiatives are monitored as Key Performance Indicators during the life of the contract. The contract came into effect on 1<sup>st</sup> October 2014 with an initial term of 5 years and option for extension up to 2 years.
  - 9.2.1 The project will increase the value of work ordered by the Council through recently

awarded highway Term Contracts. The Community Benefits to be realised through the Conditions of Contract in terms of local employment opportunities including apprenticeships, school work experience, employing local people, graduate placements etc are directly linked to the value of work carried out by the Term Contractors.

## 10.0 Financial Programming and Timeline

### Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
TFL	£74,187.00	S106	Capital
Site Survey	£135,000	S106	Capital
Works & Implementation	£829,142.39	S106	Capital
Project Management	£92,524.66	S106	Capital
<b>Total</b>	<b>£1,130,854.05</b>		

### Project Management

10.1 The Project will be managed in house and monitored on site by the Engineers in the same group.

### Financial Profiling

<b>Table 2</b>											
<b>Financial Profiling</b>											
Description	Year 17/18				Year 18/19				Year 19/20		Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Contribution to TFL		74,187.00									74,187
Site Survey	10,000		33,000	30,000	58,000.00				4000		135,000
Works & Implementation	35,386.44	75,116.47		123,570.16	170,496.18	152,000	91,100	51,567.43	29621.71	100,284	829,142.39
Project Management		8,000		5,000	26,524.66	18,000		10000		25,000	92,524.66
Total	45,386.44	157,303.47	33,000	158,570.16	255,020.84	170,000	91,100	61,567.43	33621.71	125,284	1,130,854.05

## Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	Contribution to TFL	£74,187.00	31 <sup>st</sup> March 2019
2	Works and Implementation	£829,142.39	31 <sup>st</sup> March 2019
3	Site Survey and feasibility, design and consultation	£135,000.00	30 <sup>th</sup> September 2018
4	Project Management Fees	£92,524.66	31 <sup>st</sup> March 2020
<b>Total</b>		<b>1,130,854.05</b>	

### 11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Roy Ormsby (Divisional Director Public Realm)
- Project Manager: Margaret Cooper (Head of Engineering)

### 12.0 Project Reporting Arrangements

<b>Table 4</b>			
<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly
S106 Programme Delivery Team Meeting	Finance SPP Officer	Forecast / Actual Spend and Delivery against outputs;	Quarterly

<b>Table 4</b>			
<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
		Key risks and issues; Benefit Outcome Monitoring; Satisfaction Surveys outputs.	
Engineering Project Board	Head of Engineering Team Leaders – Design and Construction, Place Finance Officers	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Potential links or conflicts with other works on the Engineering Capital Programme 2017/18	Monthly
Project / Scheme Team	Scheme designer, site Engineer, contractor & key Stakeholders eg Emergency Services, cycling groups, London Buses	Scheme development , programme and implementation	Ad hoc design and site meetings. Monthly contract liaison meetings

### 13.0 Quality Statement

13.1 The project will conform to Place Directorate internal controls for assessment and reporting as designated within the established control frameworks.

13.2 The schemes will be designed and carried out in accordance with Tower Hamlets highways standards and the Borough’s Street Design Guide and will take account of

London Cycle Design Guidance, Department of Transport design guidance for traffic calming measures on the public highways [Local Transport Note 1/07] and Local Transport Note 1/08 “Traffic Management & Streetscape

## 14.0 Key Risks

14.1 The key risks to this project are set out in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Project overruns on time schedule.	delay in completion of improvements	Implementation programmed to be revised	project programme monitored through Engineering Project Board	2	1	2
2	cost exceeds budget	increase scope	overspend or reduce scope of deliverables	Use of Term contracts and Schedule of rates.	1	2	2
3	conflict with other works	Delay or changes to implementation of the work programme.  increased costs arising from changed or slower method of working	Co-ordinate with third party works and if necessary delay or change highway works programme	Project to be included in the LBTH quarterly returns to the Street Works Co-Ordination meeting. Issue of NRSWA notices	2	1	2
4	Objections to proposals during consultation	Delay or changes to implementation of the work programme	Review design , changes to scope of project	Early engagement with key stakeholders & public consultation	2	1	2

## 15.0 Key Project Stakeholders

*[Provide details of parties who have an interest in the execution and outcome of the project. These can be direct or indirect.]*

- 15.1 The principal stakeholders are shown in Table 5 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

<b>Table 5</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
External Stakeholders & Emergency Services  London Cycling Campaign & Tower Hamlets Wheelers	Impact on Service delivery  User representative	Meetings [office and on site], emails	inception , development of scheme design and during implementation
The Mayor and Lead Member for Public Realm	accountable for the successful delivery of strategic objectives	Briefing notes , 1-2-1 meetings,	inception , development of scheme design, approval of scheme for delivery post consultation
Elected Members in Ward	accountable for the successful delivery of strategic objectives	email	Notification and consultation on planned improvements in their Ward
Local residents & businesses	Impact of the project on local access	letter / leaflet	consultation & advance notice of scheme
Internal Stakeholders Clean & Green and Highways	enforcement , highway inspections, street cleansing & refuse collection arrangements	email	Inception, development of scheme design and during implementation. Notification of completion of works

## 16.0 Stakeholder Communications

16.1 This project comprises a number of disparate and relatively minor interventions and is not considered necessary to have a dedicated Communication Plan. However, there is a Consultation Strategy for Engineering projects and this will be used to inform the format, timing of stakeholder communications for this project. Every effort will be made by the project manager to ensure opportunities for communications are highlighted to celebrate a successful delivery and publicise use of S106 contribution to the benefit of cyclists, pedestrians, residents and businesses. The key messages of the project are:

- Communicating success
- Reporting progress against project milestones delivery & spend
- Reporting / highlighting the benefits of the project to residents in the area

## 17.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Service Head for the Service Area leading the project.			
Role	Name	Signature	Date
IDSG Chair	Aman Dalvi		
Divisional Director Public Realm	Roy Ormsby		

## 18.0 Project Closure

18.1 Once this project has been completed a project closure document will be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.

Appendices: Appendix A- Cycle and Pedestrian Schedule of Works Spreadsheet