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Committees: Corporate Projects Board - for decision Projects Sub Committee - for decision Streets and Walkways Sub Committee - for decision	Dates: 28 June 2018 19 July 2019 22 July 2019
Subject: City Cluster and Fenchurch Street Healthy Streets Plan Unique Project Identifier: 12071	Gateway 2: Project Proposal Regular
Report of: Director of the Built Environment Report Author: Averil Pittaway; City Transportation	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	Project Description: <p>The Healthy Streets Plan will test the feasibility of the proposals in the City Cluster Vision and set out the traffic management changes required to the street network to provide a quality and safe public environment for workers and visitors in the City Cluster and the area around Fenchurch Street station.</p> <p>Next Gateway: Gateway 3/4/5 Options appraisal and authority to start work.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • An initial appointment of a traffic modelling consultancy to provide technical advice on the detail and scope of the modelling required to inform the Healthy Streets Plan and to meet Transport for London's requirements • Scope the data collection requirements for the traffic model and for the baselining <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £13,400 is approved to reach the next Gateway; 2. Note the total estimated cost of the project at £350,000 (excluding risk);
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	<ol style="list-style-type: none"> 3. That the £110,000 allocated from Transport for London’s Liveable Neighbourhood fund is released; 4. That delegated authority is given to the Director of the Built Environment, in consultation with the Chamberlain, to make any adjustments between elements of the project budget; 5. That the next Gateway report proceeds under delegation to the Director of the Built Environment, subject to project cost not exceeding £350,000. 																
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="528 674 1390 1142"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>Traffic modelling scope</td> <td>TfL Liveable Neighbourhood Grant</td> <td>5,000</td> </tr> <tr> <td>Staff costs</td> <td>Project management</td> <td>TfL Liveable Neighbourhood Grant</td> <td>8,400</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td>13,400</td> </tr> </tbody> </table> <p>The fees include the appointment of traffic modellers who will work with TfL to agree the traffic assessment and develop the scope for traffic modelling and data collection. The staff costs consist of time working setting up the project, for meetings with TfL and the appointment of the traffic modellers.</p> <p>Costed Risk Provision requested for this Gateway: None required</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Traffic modelling scope	TfL Liveable Neighbourhood Grant	5,000	Staff costs	Project management	TfL Liveable Neighbourhood Grant	8,400	Total			13,400
Item	Reason	Funds/ Source of Funding	Cost (£)														
Fees	Traffic modelling scope	TfL Liveable Neighbourhood Grant	5,000														
Staff costs	Project management	TfL Liveable Neighbourhood Grant	8,400														
Total			13,400														
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Streets and Walkways Sub-Committee • Senior Responsible Officer: Leah Coburn, Major Projects Group Manager • Project Board: No <p>Due to the small scale of this project, a project board is not required.</p>																

Project Summary

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<p>4. Context</p>	<p>4.1 The City Cluster and Fenchurch Street Healthy Streets Plan is one of the Transport Strategy’s first deliverables, and a key component of phase 1 of delivering the City Cluster Vision.</p> <p>4.2 It is the first project in the programme to deliver the Healthy Streets Plan. The overview of the programme and how all elements fit together is set out in the accompanying report.</p>
<p>5. Brief description of project</p>	<p>5.1 The Healthy Streets Plan will set out the changes required to the street network to deliver the City Cluster Vision.</p> <p>5.2 The project will identify where temporary and interim changes to the function of the streets can be implemented in the City Cluster to allow quick delivery before full implementation of phases 2 and 3 of the Vision. The interim changes will also allow any testing or trials of how street space can be used flexibly by time or day of the week before the delivery of long-term infrastructure changes.</p> <p>5.3 The preparation of the Plan will include;</p> <ul style="list-style-type: none"> • appointing a specialist traffic modelling consultant to prepare a City Cluster and Fenchurch Street traffic model that meets Transport for London requirements, to test the City Cluster Vision proposals and consider changes to the street network around Fenchurch Street station • commissioning a comprehensive data collection exercise to inform the traffic modelling and prepare the baseline for the City Cluster Vision • identifying discreet and integrated security requirements • engaging with businesses and occupiers within the City Cluster regarding their access and freight and servicing needs • a report collating all findings and proposed network changes, along with outcomes of other linked projects (such as City Cluster Zero Emission Zone)
<p>6. Consequences if project not approved</p>	<p>6.1 The City Cluster and the area around Fenchurch Street station will be subject to unprecedented growth over the coming years through the completion of approved office tower blocks and the proposed capacity upgrade proposed to Fenchurch Street station. Delivery of the proposals in the City Cluster Vision are dependent on</p>

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	<p>the outcomes of the Healthy Streets Plan; without the plan the proposals cannot be delivered within a reasonable timeframe. Delaying the delivery of the proposals will mean the space required by additional people walking and cycling cannot be provided. This will pose a significant safety risk and reduce the quality of the urban environment and its attractiveness to businesses and workers.</p> <p>6.2 In addition, the development of the Healthy Streets Plan is one of the first deliverables of the Transport Strategy. There is a reputational risk to the Corporation if it does not deliver the approved proposals in the Transport Strategy.</p> <p>6.3 The Healthy Streets Plan and City Cluster Vision proposals will be partially funded by the Transport for London ‘Liveable Neighbourhoods’ grant. The grant is confirmed and must be used over the next four years (2019 – 2023). It must also be match-funded. If the project is not approved, there will be limited opportunities to fully utilise the funding and deliver the benefit requirements.</p>
<p>7. SMART project objectives</p>	<p>7.1 The identification of the number of pedestrian priority streets that can be implemented within the area (measured by length)</p> <p>7.2 An indication of the reduction in traffic volumes that can be achieved within the area</p> <p>7.3 A tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals</p> <p>7.4 An understanding of the impact of the City Cluster proposals on the area around Fenchurch Street station, and the level of traffic management measures required to implement the Transport Strategy’s street hierarchy in this area.</p> <p>7.5 Enable the proposals in phase 2 of the Vision to be delivered.</p>
<p>8. Key benefits</p>	<p>8.1 An area-based approach to identifying traffic management measures allows us to look holistically at required network changes, as well as be informed by other area-based projects such as the City Cluster Zero Emission Zone and any area-based approaches to the management of freight and servicing.</p>

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	<p>8.2 It will allow the proposals in phases 2 and 3 of the City Cluster Vision to be delivered, which will provide the transformational change to the way the streets look and feel.</p> <p>8.3 It will identify any initial delivery that can be undertaken to restrict traffic on streets where there will minimal/negligible impact on the rest of the network, before full implementation of the proposals that will provide a high-quality space for people walking, cycling and spending time.</p>
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	None

Options Appraisal

12. Overview of options	<p>There are limited options for the scope of this project and enabling the delivery phase 2 and 3 of the City Cluster Vision. Under the preferred option, the next Gateway report will be a combined Gateway of 3,4 and 5.</p> <p>Preferred Option: Preparation of the Healthy Streets Plan</p> <p>The Healthy Streets Plan allows all proposals in the City Cluster Vision to be tested collectively, as well as identify changes to the street network around Fenchurch Street station. This is a cost-efficient approach with best value for money to test proposals and ensure transformational change can be delivered as soon as possible.</p> <p>Other option: Consider each Vision proposal or phase separately</p> <p>To deliver any of the infrastructure proposals in the City Cluster Vision, it is most likely Transport for London will require an assessment of the impact on the streets they manage and will request an approved traffic model. If proposals are considered separately or by phase, modelling and data collection will still be required for each element and will cost considerably more than considering the proposals collectively. It will also take longer to implement any of the proposals.</p>
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Project Planning

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<p>13. Delivery period and key dates</p>	<p>Overall project: August 2019 - March 2021</p> <p>This is the longest anticipated timescale to develop the Healthy Streets Plan and is dependent on the extent of traffic modelling required. While the Healthy Streets Plan is being developed, City Cluster Vision proposals and other projects that are not dependent on the Healthy Streets Plan will be delivered, such as the Lunchtime Streets on St Mary Axe and greening trials and experiments.</p> <p>Outline project programme:</p> <ul style="list-style-type: none"> • July – August 2019: Prepare scope of data collection • July 2019: Stage 1 appointment of traffic model consultants • July/August 2019: Detailed scope of modelling requirements • September 2019: G3/4/5 Report • September 2019: Appointment of traffic survey company and Stage 2 appointment of traffic model consultants • September/October 2019: Traffic surveys and data collection • September 2019 – March 2021: Development of traffic model and testing of proposals: • March 2021: Preparation of Healthy Streets Plan to be approved my Members <p>Other works dates to coordinate: A significant data collection exercise will be undertaken during September and October 2019 to fulfil the data requirements over a variety of projects. The data required for this project will preferably be collected at this time to benefit from joined-up tenders (which will provide cost efficiencies) and allow the development of the traffic model to progress in accordance with timescales.</p>
<p>14. Risk implications</p>	<p>Overall project risk: Low</p> <p>The funding contribution from TfL from the Liveable Neighbourhoods grant reduces the financial risk of the project as this funding is confirmed.</p> <p>Risks identified at this stage are mainly regarding project timescales;</p> <ul style="list-style-type: none"> • Delay to data collection due to lack of survey company resource or waiting for significant street closures (i.e. from utility works or development) to be reopened • Delay in consent from TfL regarding traffic modelling approvals

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	<p>Detailed scoping of the extent of traffic surveys and modelling required, in conjunction with TfL, will reduce these risks for the next Gateway report.</p> <p>Further information is available within the Risk Register (Appendix 2.2).</p>
<p>15. Stakeholders and consultees</p>	<p>15.1 The key stakeholders and consultees consist of:</p> <ul style="list-style-type: none"> • Transport for London • Occupiers and businesses within the City Cluster • City workers within the City Cluster • Local Ward members <p>15.2 Consultation and stakeholder engagement was undertaken as part of the development and approval of the City Cluster Vision.</p> <p>15.3 As such, further engagement will be focussed on City occupiers and businesses and understanding their delivery and servicing needs.</p> <p>15.4 In addition, the Lunchtime Streets project on St Mary Axe will allow further engagement with street users to gain feedback and understand any impacts (positive and negative) of the temporary street closures that can be considered for the permanent street closures and infrastructure changes to deliver the City Cluster Vision.</p>

Resource Implications

<p>16. Total estimated cost</p>	<p>Likely cost range (excluding risk): £250,000 - £350,000</p>									
<p>17. Funding strategy</p>	<p>Choose 1: Partial funding confirmed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p> <table border="1" data-bbox="531 1630 1351 1848"> <thead> <tr> <th data-bbox="531 1630 1161 1686">Funds/Sources of Funding</th> <th data-bbox="1161 1630 1351 1686">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="531 1686 1161 1742">TfL Liveable Neighbourhoods grant</td> <td data-bbox="1161 1686 1351 1742">£110,000</td> </tr> <tr> <td data-bbox="531 1742 1161 1798">s106 allocation</td> <td data-bbox="1161 1742 1351 1798">£240,000</td> </tr> <tr> <td data-bbox="531 1798 1161 1848" style="text-align: right;">Total</td> <td data-bbox="1161 1798 1351 1848">£350,000</td> </tr> </tbody> </table> <p>17.1 A bid for Transport for London’s ‘Liveable Neighbourhood’ funding was successful and £110,000 has been released 2019/20 for feasibility design and modelling.</p>	Funds/Sources of Funding	Cost (£)	TfL Liveable Neighbourhoods grant	£110,000	s106 allocation	£240,000	Total	£350,000
Funds/Sources of Funding	Cost (£)									
TfL Liveable Neighbourhoods grant	£110,000									
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	<p>17.2 The allocation of s106 funds for the project are identified within Appendix 4 of the 'Review of projects within the Built Environment Directorate' that is also being considered for approval at Corporate Projects Board and Project Sub Committee.</p>
18. Investment appraisal	Not applicable
19. Procurement strategy/route to market	<p>19.1 Traffic, pedestrian and kerbside surveys will be undertaken by an external traffic survey company. This will be procured via a compliant tender route alongside other data collection requirements for other projects to benefit from cost efficiencies</p> <p>19.2 Traffic modelling will be undertaken by external modelling specialists and will be appointed in two stages.</p> <p>19.3 The stage 1 appointment will allow a modelling specialist to provide technical advice on the type and scale of model required, to ensure the model will meet Transport for London requirements and enable phase 2 of the City Cluster Vision to be delivered. Once stage 1 is complete a detailed scope and cost of the modelling work will be identified and included in the next Gateway report.</p> <p>19.4 The stage 2 appointment will be to develop the traffic model and test the scenarios.</p> <p>19.5 Both modelling appointments are proposed to be procured through the design services in the highways team contract.</p>
20. Legal implications	<p>In exercising its traffic management functions the City has statutory duties to secure the expeditious, safe and convenient movement of traffic (S.122 Road Traffic Regulation Act 1984) and the efficient use of the road network, avoiding congestion and disruption (S.16 Traffic Management Act 2004). One purpose of the traffic modelling is to ensure efficient and convenient vehicular movements can be appropriately managed when delivering the City Cluster Vision proposals.</p>
21. Corporate property implications	None

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<p>22. Traffic implications</p>	<p>22.1 The preparation of the Healthy Streets Plan itself will cause no traffic implications. However, the traffic modelling component of the Healthy Streets Plan will test a number of phasing options for the City Cluster Vision’s proposals and will identify any traffic displacement on to the wider network.</p> <p>22.2 The stage 1 appointment of traffic modelling consultants will assist in early engagement with Transport for London on their modelling requirements to understand the impact on the Strategic Road Network and Transport for London’s Road Network.</p>
<p>23. Sustainability and energy implications</p>	<p>23.1 The outcome of the Healthy Streets Plan will enable the prioritisation of people walking, cycling and using public transport.</p>
<p>24. IS implications</p>	<p>None</p>
<p>25. Equality Impact Assessment</p>	<ul style="list-style-type: none"> • An equality impact assessment will be undertaken.
<p>26. Data Protection Impact Assessment</p>	<ul style="list-style-type: none"> • The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

<p>Appendix 2.1</p>	<p>Project Briefing</p>
<p>Appendix 2.2</p>	<p>Risk Register</p>

Contact

<p>Report Author</p>	<p>Averil Pittaway</p>
<p>Email Address</p>	<p>Averil.pittaway@cityoflondon.gov.uk</p>
<p>Telephone Number</p>	<p>020 7332 3894</p>

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Appendix 2.1 Project Briefing

Project identifier	
[1a] Unique Project Identifier	12071
[1b] Departmental Reference Number	
[2] Core Project Name	City Cluster and Fenchurch Street Healthy Streets Plan
[3] Programme Affiliation (if applicable)	City Cluster Liveable Neighbourhood

Ownership	
[4] Chief Officer has signed off on this document	Director of TPR: Zahur Khan 14/06/19 Director of DBE:
[5] Senior Responsible Officer	Leah Coburn
[6] Project Manager	Averil Pittaway

Description and purpose
[7] Project Description
<p>The Healthy Streets Plan will set out the traffic management changes required to provide a quality and safe public environment for workers, residents and visitors in the City Cluster and the area around Fenchurch Street station. The project will enable the implementation of the proposals set out in the City Cluster Vision and identify where any temporary and interim changes to the function of streets can be delivered before full implementation of the proposals.</p>
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
<p>The City Cluster and the area around Fenchurch Street station will experience significant increases in the number of people walking and cycling over the next ten years.</p> <p>The new City Cluster Vision provides a framework for the transformation of streets and spaces over the next ten years to successfully manage the projected growth in people walking and cycling by prioritising people walking and reducing motor traffic levels. This transformation will also provide a high-quality and safe street and public realm environment that is fit for the financial heart of London and UK.</p> <p>The Healthy Streets Plan forms a key component of the first phase of delivery of the Vision. The delivery of infrastructure changes in phases 2 and 3 are dependent on the outcome of the Healthy Streets Plan as the plan will test the proposals and the traffic management measures that will be required to implement the proposals. The plan will also provide an indication of the level of traffic management changes required to streets around Fenchurch Street station and the impact the City Cluster proposals will have on this area. The development of the Healthy Streets Plan will complement the development of the City Cluster Zero Emission Zone.</p> <p>A bid for Transport for London's 'Liveable Neighbourhoods' funding was successful and has secured a grant of £3.3 million over four years (2019-2023) that will help fund projects associated with the City Cluster Vision. The Liveable Neighbourhoods programme seeks to improve the public realm and the</p>

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<p>experience for people walking, cycling and using public transport while increasing opportunities to use streets as public spaces and reduce car trips. The funding for the first year will partially fund the development of the Healthy Streets Plan, which will then unlock the delivery of the transformational projects that can be delivered by 2023, and further long-term projects up to 2030.</p>					
<p>[9] What is the link to the City of London Corporate plan outcomes?</p>					
<p>[1] People are safe and feel safe. [9] Our spaces are secure, resilient and well-maintained. [11] Our spaces are digitally and physically well-connected and responsive. [12] Our spaces inspire excellence, enterprise, creativity and collaboration. [13 COLP] To make the City of London the safest city area in the world.</p>					
<p>[10] What is the link to the departmental business plan objectives?</p>					
<p>This project is linked to the following DBE business plan objectives; 1. Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. 4. Creating an accessible and inclusive City which is stimulating, safe and easy to move around in 7. Improving quality and safety of the environment for workers, residents and visitors</p> <p>The project also supports the delivery of the City of London Transport Strategy.</p>					
<p>[11] Note all which apply:</p>					
<p>Officer: Project developed from Officer initiation</p>	Y	<p>Member: Project developed from Member initiation</p>	N	<p>Corporate: Project developed as a large scale Corporate initiative</p>	N
<p>Mandatory: Compliance with legislation, policy and audit</p>	N	<p>Sustainability: Essential for business continuity</p>	Y	<p>Improvement: New opportunity/ idea that leads to improvement</p>	Y

<p>Project Benchmarking:</p>					
<p>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</p>					
<p>1) A tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals</p>					
<p>2) The identification of the number of pedestrian priority streets that can be delivered (measured by length) in the area</p>					
<p>3) An indication of the reduction in traffic volumes that can be achieved in the area</p>					
<p>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</p>					
<p>Data collected to prepare the Healthy Streets Plan will provide baseline data that will inform post-implementation monitoring of the overall City Cluster Vision delivery and the outcomes of the Liveable Neighbourhoods programme.</p>					
<p>[14] What is the expected delivery cost of this project (range values)[£]?</p>					
<p>Lower range estimate (excluding risk): £250,000 Upper range estimate (excluding risk): £350,000</p>					

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The range values depend on the extent of traffic surveys and traffic modelling required.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
None.
[16] What are the expected sources of funding for this project?
The preparation of the Healthy Streets Plan will be funded through existing S106 allocations and TfL awarded funding through the Liveable Neighbourhoods grant. The S106 allocation will be made through the DBE project prioritisation report going to members in July.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: August 2019 – March 2020 Upper Range estimate: August 2019 – May 2021

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
<p>The outcome of the project may generate media attention; the Healthy Streets Plan will most likely identify that significant network changes are required to the area in order to provide adequate capacity, quality and safety for people walking and cycling, including street closures to motor traffic and changes to freight and servicing operations.</p> <p>Local occupiers, businesses and their employees that will be directly affected by the delivery of the Healthy Streets Plan in terms of vehicle access (including on-street parking and freight and servicing from motorised vehicles) will be fully engaged with throughout the duration of the project.</p> <p>Transport for London will also deliver regular press releases on the progress of the overall Liveable Neighbourhood Programme</p>	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Darshika Patel/Olumayowa Obisesan
Chamberlains: Procurement	Officer Name: Kayleigh Rippe
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	Transport for London

City of London: Projects Procedure Corporate Risks Register

Project name: City Cluster and Fenchurch Street Healthy Streets Plan

Unique project identifier: PV12345

Total est cost (exc risk) £350000

Corporate Risk Matrix score table

PM's overall risk rating	Low
Avg risk pre-mitigation	5.4
Avg risk post-mitigation	4.0
Red risks (open)	0
Amber risks (open)	4
Green risks (open)	3

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
3	6.0	£0.00	0	2	1
1	4.0	£0.00	0	0	1
0	0.0	£0.00	0	0	0
2	5.0	£0.00	0	1	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	6.0	£0.00	0	1	0

Issues (open)

0

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

0

All Issues

0	0	0	0
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Cost to resolve all issues (on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	City Cluster and Fenchurch Street Healthy Streets Pla	PM's overall risk rating:	Low	CRP requested this gateway		Average unmitigated risk	5.4	Open Risks	7
Unique project identifier:	PV12345	Total estimated cost (exc risk):	£ 350,000	Total CRP used to date	£ -	Average mitigated risk score	3.7	Closed Risks	0

General risk classification											Mitigation actions							Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(4) Contractual/Partnership	Some or all of the data collection exercise cannot be completed in September/October due to survey companies having no available capacity at this time	Delay and possible increased cost to project programme	Unlikely	Serious	4	£0.00			Procure the surveys as an open tender to increase the possibility of a company able to undertake the surveys, and complete the procurement exercise as early as possible to increase the likelihood of companies having spare capacity during Sept/Oct	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/06/2019				
R2	2	(4) Contractual/Partnership	Issues or delays in required consent from TfL on the traffic modelling	Delay and possible increased cost to project programme	Possible	Serious	6	£0.00			Early and regular meetings with TfL to fully understand their consent requirements	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/06/2019				
R3	2	(1) Compliance/Regulatory	Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs etc)	Modelling will play a major role in defining this project and delivering the project's outcomes. Any issues could have many different and combined outcomes where additional resource may be required to rectify	Possible	Serious	6	£0.00			Regular contact between the traffic model consultants, TfL and City of London to ensure early notification of any arising issues or implications	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/06/2019				
R4	2	(2) Financial	The project loses a funding source	The project cannot be completed	Rare	Major	4	£0.00			Complete the Gateway process and TfL's gate approvals as requested to unlock further funding to complete the project	£0.00	Rare	Major	£0.00	4	£0.00		12/06/2019				
R5	2	(1) Compliance/Regulatory	Change in political leadership within TfL or City Corporation	The project is no longer supported or withdrawn	Unlikely	Major	8	£0.00			Informing City of London members of progress and benefits of the project and identifying in Transport Strategy delivery plan	£0.00	Rare	Major	£0.00	4	£0.00		12/06/2019				
R6	2	(10) Physical	Significant street closures for utility works and development within the City do not leave an opportunity to survey the street network under 'normal conditions'	Surveys are undertaken regardless and impact on the quality of the data, or surveys are delayed until the network resembles normal conditions	Possible	Serious	6	£0.00			Early engagement with Traffic Management Team regarding planned closures to identify the best time period within Sept/Oct to undertake surveys	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/06/2019				
R7	2	(1) Compliance/Regulatory	Brexit or external factors affect labour costs	Higher or lower costs of traffic surveys and traffic modelling than estimated	Unlikely	Serious	4	£0.00			At Gateway 2, include this in the consideration of estimated projects cost range	£0.00	Unlikely	Minor	£0.00	2	£0.00		12/06/2019				
R8								£0.00				£0.00			£0.00		£0.00		12/06/2019				