



## **Streets and Walkways Sub (Planning and Transportation) Committee**

**Date:** MONDAY, 9 JUNE 2014

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

### **11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

#### **ISSUES REPORT: UPDATE ON THE BARBICAN AREA STRATEGY REVIEW**

Report Of The Director Of The Built Environment.

**For Decision**  
(Pages 1 - 8)

Item received too late for circulation in conjunction with the Agenda.

**John Barradell**  
**Town Clerk and Chief Executive**

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<b>Committees:</b>	<b>Dates:</b>
Streets and Walkways Sub-Committee	09/06/2014
Resource Allocation Sub-Committee	03/07/2014
<b>Subject:</b> Issues Report: Update on the Barbican Area Strategy Review	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

## Summary

### Dashboard:

- Project Status : Amber
- Timeline : November 2013 - September 2015 (estimated)
- Total Estimated Cost : £95,000
- Spend to Date: £80,499 (as of May 2014)
- Overall project risk: Amber

**Last Gateway Approved:** 16 July 2013

### Project description:

The Barbican Area Strategy Review is intended to update the 2008 Barbican Area Enhancement Strategy to align with the Core Strategy, allow for changes in pedestrian numbers anticipated with Crossrail and to support members' aspirations for a Cultural Hub.

### Summary of progress against spend:

Since the last gateway approval, Publica have been appointed as consultants on the Area Strategy Review. They have commenced desktop based information gathering and have commenced engagement with key stakeholders. Out of the £95 000 allocated for this strategy review £43,188 has been spent and £ 37311 committed as follows:

Cost item	Spent	Committed	Total
Staff costs	£35,499	£0	
Consultants fees	£7,689	£37311	
	£43,188	£37311	<b>£80,499</b>

### Recommendations:

#### *Streets and Walkways Sub Committee*

Members endorse the recommendation to the Resource Allocation Sub Committee to release an additional £204,078 from the City Fund to deliver the revised Barbican Area Strategy Review.

#### *Resource Allocation Sub Committee*

Members approve a sum of £204,078 from the City Fund to meet the additional costs of completing the Barbican Area Strategy Review.

## Main Report

<b>1. Issue description</b>	<p>An outline work plan for the Area Strategy Review was presented to the Cultural Hub Working Party on 5 February 2014. The Chairman acknowledged that expanding the area strategy to embrace consideration of developing a Cultural Hub would require a coherent approach and noted that the concept was bigger in scope and scale than the area strategies that had been completed to date.</p> <p>To enable Members to make decisions regarding the future of both the Strategy and the Cultural Hub it is recognised that the following detailed information must be provided:</p> <ul style="list-style-type: none"><li>• Members to need to be clear on the variety and scope of views held by the wide range of stakeholders. The key issues need to be established along with commonalities and potential conflicts. The evidence base for Crossrail passenger numbers needs to be validated. Current and future pedestrian volumes need to be understood along with the potential impact of those potential pedestrian volumes on highway infrastructure.</li><li>• Current and future pedestrian movement patterns and the degree they are currently impacted by the cultural offering and the future opportunities that increased pedestrian numbers might offer.</li></ul> <p>In progressing the project it is now recognised that to deliver the necessary level of information set out above a number of additional costs will be incurred. The detail of these is as follows:</p> <ol style="list-style-type: none"><li>1) Engagement process - £ 56,130 required</li></ol> <p>In order to effectively consult with residents and stakeholders, a detailed engagement process specifically for the Barbican Area Strategy Review was developed and agreed with both Barbican Resident groups and Ward members. As part of this, additional tasks and events that have been requested beyond those originally proposed.</p> <p>The additional events requested by members include 9 pre-engagement scoping interviews to summarise key issues ahead of stakeholder workshops, an additional stakeholder workshop for business leaders, guided briefing tours for stakeholders to make them better placed to contribute to the workshops and a plenary session for all stakeholders in order to share information and perspectives at the end of the workshop programme.</p>
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	<p>Officers recommend extending the consultation processes as set out and are currently planning to implement the agreed engagement process and setting up sessions with resident's representatives, officers, members and external stakeholders.</p> <p>Officers have also been engaging with the current review of the Barbican Listed Building Management Guidelines to ensure sufficient consideration is given to the forthcoming Area Strategy Review within this work and vice versa.</p> <p>2) Crossrail passenger numbers - £43,200 provisionally required</p> <p>Officers were advised by TfL in late April that Crossrail passenger estimates are due to be revised and these will assume that Crossrail trains will be running at capacity from opening day. It is currently not clear how many <i>new</i> Crossrail passengers will be alighting at Farringdon or Liverpool Street or whether the numbers will be significant enough to impact on traffic signal timings at key junctions. Officers understand from Crossrail that figures will become available over the next two months.</p> <p>If the new Crossrail numbers differ significantly from those originally provided a further comprehensive consideration of footfall generated by Crossrail and the influence on both transport infrastructure and the cultural hub will be necessary which would fall outside the original estimates of staff and consultant time.</p> <p>3) Listed Building Management Guidelines – £3,500</p> <p>As set out above, Officers have attended meetings of the Listed Building Management Guidelines Working Party, serviced and supported the review process. The level of involvement in this initiative was not anticipated at the start of the Area Strategy Review and this has resulted in additional costs.</p> <p>4) Cultural hub feasibility - £70,840</p> <p>The original scope of work did not embrace the notion of a cultural hub. Officers have since discussed the scope of work with the appointed consultants, Publica and identified additional work is necessary to clarify what a cultural hub might mean for the physical environment.</p> <p>5) Additional expenses - £5,700 provisionally required.</p> <p>ARUP currently own 10,000 individual technical drawings for the Barbican Estate. They have asked for</p>
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£500 for 8 weeks of access plus £20 per electronic copy of each drawing. Officers will need to visit ARUP's archive facility and identify each drawing needed. A total of 100 drawings has been allowed for plus staff time.

Table 1 provides a summary of costs. A more detailed breakdown is available in Appendix 1.

**Table 1 – Summary of existing and proposed cost allowances**

<b>Project Funding</b>	<b>Staff Costs (£)</b>	<b>Fees (£)</b>	<b>Total (£)</b>
<b>Currently Approved</b>	<b>50,000</b>	<b>45,000</b>	<b>95,000</b>
<b>Additional Funding required</b>	<b>57,639</b>	<b>146,439</b>	<b>204,078</b>
<b>TOTAL</b>	<b>103,362</b>	<b>191,439</b>	<b>299,078</b>

NB: Outstanding key risks:

- There remains a risk of a poor response for the engagement process due to part of the engagement process being held in July/August while people are taking summer holidays. Consultants have advised that follow up sessions may be required in September if there is a poor response rate. However we have provided reasonable lead in times for the meetings and early indications suggest this should not be a problem.
- There remains a risk of ongoing delays where the project is reliant on the cooperation or timely feedback from third parties, or where there are dependencies between the Area Strategy Review and other initiatives, e.g. Crossrail's revised visitor numbers.
- There remains a risk of scope creep after the information gathering stage has been completed and the full range of issues and opportunities is known.

**2. Last approved limit**

£95,000

**3. Options**

1. Approve request for additional funds. Staff will be able to deliver project objectives with allowance for the current lack of definition around what a cultural hub is and anticipated impacts from revised Crossrail passenger numbers. Any funding not used will be

	<p>returned to the pot.</p> <p><b>2.</b> Without additional funding the delivery of a Strategy Review including considerations around developing the Cultural Hub is not considered viable.</p>
<b>4. Recommendation</b>	<p>Recommendations: Streets and Walkways Sub Committee</p> <p>Members endorse the recommendation to the Resource Allocation sub Committee to release an additional £204,078 from the City Fund to deliver the revised Barbican Area Strategy Review.</p> <p>Resource Allocation Sub Committee</p> <p>Members approve a sum of £204,078 from the City Fund to meet the additional costs of completing the Barbican Area Strategy Review.</p>

### Appendices

<b>Appendix 1</b>	Resource Plan for the Barbican Area Strategy Review (setting out additional information gathering costs.)
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### Contact

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## Appendix 1 - Resource plan for Barbican Area Strategy Review

### Costs to date resulting from additional work:

Consultants fees:

	Fees	Staff costs	
Project work	£2,491	£0	Publica have carried out work on alternative approaches to the area strategy to respond to the evolving brief.
External meetings	£1,609	£0	Publica have attended a number of external meetings which included discussions on the evolving brief and the developing aspirations for the cultural hub.
Internal meetings	£3,589	£0	Publica held a series of internal meetings, including briefings and debriefs, to work in response to the evolving approach to the brief.

Staff costs:

Communications	£0	£694
Project Management	£0	£2,759
Project Meetings	£0	£840
Project Related Liaison	£0	£694
Project Vision	£0	£3,398
Report writing	£0	£566
Research	£0	£2,503
Staff costs within Flexitime not yet processed (including Listed Management Guidelines input)	£0	£9,064
<b>sub total</b>	<b>£7,689</b>	<b>£20,519</b>

### Costs anticipated to deliver project to next workstage:

	Estimated?	Fees	Staff costs	Notes:
<b>Expanded engagement process:</b>				
Nine pre-engagement scoping interviews by Publica		£11,250	£1,120	
Participation by Publica in 8 guided introductory walks for stakeholders		£2,500	£1,680	More workshops were required by officers than were anticipated in the consultants fee bid. Additional external facilitation will help maintain transparency and impartiality during discussions.
Introductory presentation by Publica for stakeholder workshops		£3,000	£1,120	
Facilitation of 8 stakeholder workshops by Publica		£4,000	£1,440	
Facilitation of plenary session by Publica		£2,500	£1,120	
Consultation consultants: Feedback analysis* for information gathering and draft strategy public consultation.	est.	£20,000	£6,400	
<b>sub total</b>		<b>£43,250</b>	<b>£12,880</b>	<b>£56,130</b>

### Crossrail impacts:

#### i) Pedestrian congestion prediction and impact assessment - Crossrail passenger numbers/Cultural Hub:

Translate revised calculations for Crossrail passenger numbers and estimate of their direction of dispersal to signal timings.

Accident statistics across all modes including pedestrians (6am-midnight) at Aldersgate, Beech Street and London Wall.

Analysis of informal ped crossing patterns and compliance with pedestrian red signals 6am-midnight on Beech Street, Bishopsgate and Aldgate Gyratory.

			Will help identify pedestrian demand around station entrances and dispersal
	£25,000	£3,200	Identifies significant safety risks to pedestrians
			Identifies impact of land use, road layout and public transport provision on pedestrian crossing decisions. Use with accident stats and traffic counts to understand safety significance of risky behaviour.

#### ii) Current strategic capacity and demand:

Inclusion of Beech Street within London Wall/Aldgate Street work already being carried out by Transportation Planning.

est.	£15,000	0	To support strategic transportation planning already being carried out in the area.
<b>sub total</b>	<b>£40,000</b>	<b>£3,200</b>	<b>£43,200</b>

**Cultural Hub feasibility:**

Crime hotspot analysis - statistics (type/frequency of reporting/specific location)

Six additional information gathering workshops held by Publica to further explore the tangible aspects of what a cultural hub could be

Review of international case studies by Publica for cultural hubs and strategies

Targeted information gathering and engagement by Publica with visitors using questionnaires and project-related website

Publica develop the current vision for a cultural hub into a more tangible format, including a hypothetical calendar of typical major events, based on information supplied by cultural institutions.

Spatial master plan - integrate revised scope into a cohesive and fully integrated set of recommendations by Publica

	0	£1,680	Identify where the physical environment contributes to likelihood of crime and how CPTED principles might mitigate safety risks to public. Compare to London average for baseline comparison. Use to provide safety context to other information sets such as pedestrian movement and land use.
	£8,000	£1,680	
	£12,000	£1,680	To support the process of defining a cultural hub according to current audiences and also future audiences
	£6,000	£3,200	
	£15,000	£6,400	Sets up a framework of activities to test against capacity in the road network. More than one calendar could be developed based on level of ambition in cultural institutions.
	£12,000	£3,200	
<b>sub total</b>	<u>£53,000</u>	<u>£17,840</u>	<b>£70,840</b>

**Expenses:**

Barbican Estate drawings - identify any significant historical differences between proposed and as built in relation to pedestrian movement through the estate. (Held by Arup - £500 + £20/dwg) Allow for 100 drawings.

	£2,500	£3,200	Drawings help ensure any preliminary design work is dimensionally accurate and to scale
<b>sub total</b>	<u>£2,500</u>	<u>£3,200</u>	

<b>Total</b>	<u>£138,750</u>	<u>£37,120</u>	
<b>Grand total</b>			<b>£175,870</b>