

<b>Committees:</b> Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Open Spaces & City Gardens <i>[for decision]</i>		<b>Dates:</b> 18 September 2018 10 October 2018 10 December 2018
<b>Subject &amp; Project Title:</b> St Olave's Churchyard, Hart Street, EC3	<b>Unique Project Identifier:</b> 11411	<b>Outcome Report</b>  <b>Approval Route</b> <b>Light</b>
<b><u>Summary</u></b>		
<b>[S1] Key conclusions</b> A high-quality Churchyard garden refurbishment was undertaken by the City at St Olave's Church, Hart Street. Works included enhanced paving and planting along with increased seating and the introduction of lighting and interpretative signage. The success of the project has been recognised in the London in Bloom Awards, winning 'Churchyard of the Year' in 2016 and 2017.		
<b>[S2] Key Learning and Recommendations</b> That the experience gained by officers in delivering this project continues to be utilised through the Churchyard Enhancement Programme.		
<b>[S3] Decisions required</b> <ol style="list-style-type: none"> <li>1. Members are asked to approve the content of this Outcome Report, and that the Project will be closed.</li> <li>2. Members are asked to approve, £6,000 is to be returned to the Diocese of London, as it was provided to underwrite the fundraising for the project and, given that the objectives of the project were delivered and there are no unforeseen revenue implications arising from the project, the £3,490 project underspend plus the £53 surplus funding raised by donation, totalling £3,543, be refunded to the Parish Church of St Olave, Hart Street.</li> </ol>		

## Main Report

<b>Design &amp; Delivery, Variation and Value:</b>	
<b>Design &amp; Delivery Review-</b>	
<b>[1] Design into Delivery</b>	The development of a high-quality design adequately facilitated the delivery of the project. City of London officers worked closely with the Church to develop a design which provided a tranquil garden space to be enjoyed by City workers and visitors. The design reflected aspects of the City's heritage associated with the Churchyard.
<b>[2] Options appraisal</b>	<p>A relatively light-touch approach was taken to the design of this historic Churchyard. A key objective was to improve the quality of access to the Churchyard as an attractive garden.</p> <p>Uneven York stone paving was relayed or replaced with good quality, matching materials where necessary and the levels of the paths reprofiled to improve drainage. In addition, some new, well-designed paving features were introduced – radial York stone paving was introduced to replace crazy-paving around the semi-circular steps leading into the Church and elsewhere a pavement maze was created in granite setts with a central Cross of Jerusalem feature.</p> <p>Works were carried out to the trees and extensive planting improvements were made, including a new herb garden to commemorate the 17<sup>th</sup> Century botanist William Turner who is buried in the Church.</p> <p>Lighting and new benches were introduced along with interpretative signage.</p>
<b>[3] Procurement Route</b>	<ul style="list-style-type: none"> <li>• Paving and lighting were delivered by the Department of the Built Environment through the term contractor, JB Riney;</li> <li>• Other works, including soft landscaping were carried out by the City Gardens Team.</li> </ul>
<b>[4] Skills base</b>	The project was managed in-house by the City Gardens team. Design consultants were employed to develop options and the planting design was developed in-house. Specialist advice on heritage features was provided by the City Surveyor's Senior Heritage Estate Officer, the services of an archaeologist were employed to record minor finds under a watching brief for the project. Colleagues from the Department of the Built Environment assisted regarding lighting and paving works and colleagues from the City Solicitor's Department assisted with an agreement to allow the City to carry out the works and the Church obtained Faculty from the Diocesan Advisory Committee.
<b>[5] Stakeholders</b>	There was close working between City officers and the Rector and Church Wardens at St Olave's throughout the project. The Parish

	<p>worked with a number of stakeholders to raise half of the funding for the project, with donations from Trinity House, the Clothworkers' Foundation, the neighbouring Apex Hotel, the Metropolitan Public Gardens Association, the City Church Grant Committee and St Olave's Churchyard Trust Fund. The nearby hotel developments at Mariner House (Hilton Doubletree) and at 10 Trinity Square (Reignwood Group) were also involved as stakeholders and contributed the City's half of the funding through their respective Section 106 Agreements. Ward Members were also involved. The Parish, Diocese and other stakeholders were very satisfied with the completed works and a celebratory re-dedication service was held in the refurbished Churchyard led by the Bishop of London.</p> <p>The project won the London in Bloom Awards 'Churchyard of the Year' in both 2016 and 2017.</p>				
<b>[6] Closing RAG rating</b>	<table border="1"> <tr> <td>Project Risk Assessment</td> <td>Low</td> </tr> <tr> <td>Project RAG rating</td> <td>Green</td> </tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
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<b>[7] Positive reflections</b>	<p>There was close control of the day-to-day works by using the term contractor and the City Gardens team to deliver the works. This allowed us to be flexible in responding to concerns from the Church and neighbouring hotel about noisy works and disrupted access, for example, to accommodate services in the Church.</p> <p>The Church and a local Blue Badge Guide were able to assist with historic information and production of interpretative material for the project.</p>				
<b>[8] Improvement reflections</b>	<p>This was a relatively small project which proceeded well and to a satisfactory outcome.</p>				
<b>Variation Review-</b>					
<b>[9] Assessment of project against key milestones</b>	<p>The works were begun on site in July 2014 and Substantial Completion Certificate for the hard landscaping was issued in March 2015. Planting followed on during the latter part of Spring 2015.</p>				
<b>[10] Assessment of project against Scope</b>	<p>The project was delivered in full as described in the Gateway 5 report.</p>				
<b>[11] Change</b>	<p>No changes were required to this project post Authority to Start Work (Gateway 5).</p>				
<b>[12] Risks and Issues</b>	<p>None to report</p>				
<b>[13] Transition to BAU</b>	<p>Consideration of the transfer from the construction phase to business as usual (BAU) was considered at the earliest stages of</p>				

	the project. Measures taken included the involvement of the City Gardens team in the design, inspection and delivery of the project so that they were able to take on maintenance of the Churchyard from installation. The lighting was an addition to this Churchyard and the Church have agreed to take on the additional maintenance of this feature.																						
<b>Value Review</b>																							
<b>[14] Budget</b>	<table border="1"> <tr> <td><i>Budget envelope at Gateway 2:</i></td> <td>£50k - £100k</td> </tr> </table> <table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>At Completion</i></th> <th><i>Variation</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£10,850</td> <td>£6,941</td> <td>£3,909</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£5,701</td> <td>£5,656</td> <td>£45</td> </tr> <tr> <td><i>Works</i></td> <td>£49,496</td> <td>£43,960</td> <td>£5,536</td> </tr> <tr> <td><i>Total</i></td> <td>£66,047</td> <td>£56,557</td> <td>£9,490</td> </tr> </tbody> </table> <p>There is an apparent underspend of £9,490 on this project however £6k of the amount remaining is to be returned to the Diocese as it was provided to underwrite the early project fundraising. This leaves an actual underspend of £3,490.</p> <p><i>Final Account verification N/A</i></p>	<i>Budget envelope at Gateway 2:</i>	£50k - £100k		<i>At Authority to Start work (G5)</i>	<i>At Completion</i>	<i>Variation</i>	<i>Fees</i>	£10,850	£6,941	£3,909	<i>Staff Costs</i>	£5,701	£5,656	£45	<i>Works</i>	£49,496	£43,960	£5,536	<i>Total</i>	£66,047	£56,557	£9,490
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<b>[15] Investment</b>	Not Applicable																						
<b>[16] Assessment of project against key measures of success</b>	<p>The project delivered against all the success criteria identified at Gateway 5.</p> <ul style="list-style-type: none"> <li>• <i>Improvement of the appearance and amenity of the garden.</i> – Enhanced planting and paving</li> <li>• <i>Provision of safe public access to the garden.</i> – Lighting and site interpretation introduced, paving replaced/re-laid and rejointed to give a good quality surface.</li> <li>• <i>Increased opportunities for seating.</i> – New seating added.</li> </ul>																						
<b>[17] Assessment of project against SMART Objectives</b>	Whilst SMART Objectives were not specifically identified in the 2014 G5 report the project has delivered against all its stated objectives.																						
<b>[18] Key Benefits realised</b>	A much-enhanced garden has been provided, providing an attractive, tranquil space with historic interpretation, for the benefit of City workers, residents and visitors.																						

<b>Lessons Learned and Recommendations</b>	
<b>Lessons Learned-</b>	
<b>[19] General Purpose Review</b>	We worked in partnership with the Church to deliver the scheme – half of the funding was raised by the Church and the City's half

	came from two local S106 contributions. The area identified for local environmental improvements works in one of the S106 agreements came close to but did not cover the area of the Churchyard initially and its application to the Churchyard had to be by agreement with the developer. This took additional officer time to finalise. Close consultation at the time of agreeing S106 works is recommended, having regard to subsequent changes due to the introduction of CIL.
<b>[20] Learning sharing and use</b>	We have shared learning with regard to the style and quality of the design and the extent of intervention in a historic setting in the delivery of the project at St Olave's Churchyard through talks and site visits with colleagues, in particular the DBE City Public Realm team, and the project is used as an exemplar for consideration as part of the Churchyards Enhancement Programme.
<b>Recommendations-</b>	
<b>[21] Recommendations</b>	That the experience gained by officers in delivering this project is utilised through the subsequent Churchyard Enhancement Programme.
<b>[22] AOB</b>	N/A

<b>Decisions required</b>			
<b>If any decisions are required in addition to the approval of this outcome report, please describe them here:</b>			
The actual spend on this project was £56,557. The budget approved at Gateway 5 was £66,047, resulting in an apparent underspend of £9,490. The Church Diocesan Fund provided £6k to underwrite the project at an early stage, in case insufficient funds were available from elsewhere. This £6k is to be returned to the Diocese of London leaving an actual underspend of £3,490 compared to the G5 approved budget.			
<b>Funding</b>			
<b>Source</b>		<b>£</b>	<b>£</b>
City of London	Mariner House S106	20,000	30,000
	10 Trinity Square S106	10,000	
Parish Church of St Olave, Hart Street	City Church Grant Committee	5,000	30,100
	St Olave's Churchyard Trust Fund	3,600	
	Clothworkers' Foundation	10,000	

	Trinity House	10,000	
	Apex Hotels	1,000	
	Metropolitan Public Gardens Association	500	
Diocese	Church Diocesan Fund	6,000	6,000
	<b>Total</b>	<b>66,100</b>	<b>66,100</b>

The funding for this project came from both the City and the Parish Church and the Diocese as outlined in the table below.

The amount raised by the Parish Church and received by the City was £30,100. There was a £53 surplus between the G5 approved budget and the funding raised by donation to the Parish Church for improvements to the Churchyard. Given that there are no unforeseen ongoing revenue implications arising from the project, it is recommended that the £3,490 project underspend plus the £53 surplus funding, totalling £3,543, be refunded to the Parish Church of St Olave, Hart Street.

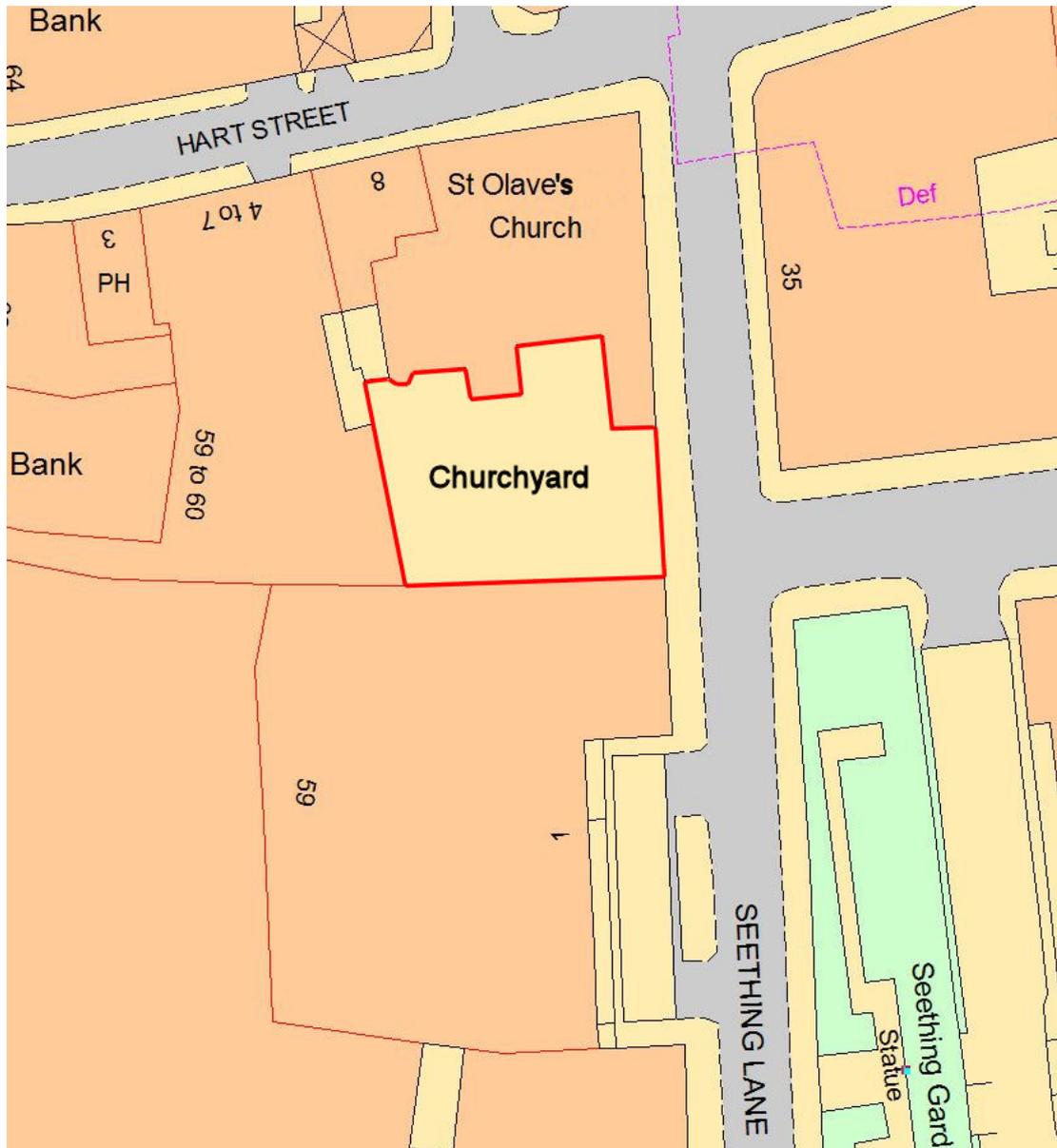
### **Appendices**

<b>Appendix 1</b>	Site location plan
<b>Appendix 2</b>	Photographs of St Olave's Churchyard (before and after improvement works)
<b>Appendix 3</b>	Project Coversheet

### **Contact**

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**Appendix 1** Site location plan



## Appendix 2 Photographs of St Olave's Churchyard

### Before improvement works



### After improvement works

