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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 Vision Phase 1 – Activation, greening and experiments programme Unique Project Identifier: 12072	Gateway 2: Project Proposal Regular
Report of: Director of the Built Environment Report Author: Melanie Charalambous	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	Project Description: <p>The activation, greening and experiments programme is proposed to be one of the first elements of the City Cluster Vision to be implemented. It includes a series of temporary and permanent installations and experiments that aim to enhance and activate the streets and public realm of the City Cluster over the next two years as well as trialling changes ahead of long-term transformation. The programme will deliver the aspirations of City businesses and workers and support the global competitiveness of the City as a place to work, locate and invest. Elements include:</p> <ul style="list-style-type: none"> • Footway widening in temporary materials • Experimental timed closures • Improvements to existing green spaces • Greening, sustainable urban drainage (SuDs) and pollution mitigation projects • Events and activities (including art and culture) • Trials of smart technology, including sensors <p>Next Gateway: Gateway 3/4/5 - Options Appraisal (Regular) and Authority to start work</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Initiate short term interventions • Establish a working party to develop the two-year programme • Prepare programme brief
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	<ul style="list-style-type: none"> • Identify a series of prioritised interventions and activities • Develop a communication and monitoring plan • Gateway 3/4/5 report <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Agree a contribution of £45,000 from the Pinnacle S106 towards the short-term interventions which will be implemented in the next 6 months. 2. Approve the development of the 2 year programme with funding of £50,000 from the 6 Bevis Marks S106 to reach the next Gateway. 3. 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. 			
<p>2. Resource requirements to reach next Gateway</p>	<p>Item</p>	<p>Reason</p>	<p>Source of Funding</p>	<p>Cost (£)</p>
	<p>Short-term Interventions and monitoring (next 6 months)</p>	<p>Activation: Arts and Culture Event (Nocturnal Creatures)</p>	<p>S106</p>	<p>25,000 (fees)</p>
		<p>Monitoring: sensors and surveys</p>	<p>S106</p>	<p>20,000 (£15,000 fees, £5,000 staff costs)</p>
	<p>Programme development: 2-year programme of quick wins, activation, experiments & monitoring, plus engagement plan</p>	<p>Project and working party management, design (in-house and consultants), stakeholder engagement plan</p>	<p>S106</p>	<p>50,000 (£5,000 fees, £45,000 staff costs)</p>
	<p>Total</p>			<p>95,000</p>

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<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Streets and Walkways Sub-Committee • Senior Responsible Officer: Melanie Charalambous, City Public Realm Group Manager • Project Board: Yes <p>A programme working party will be established.</p>
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Project Summary

<p>4. Context</p>	<p>4.1 The recently adopted City Cluster Vision provides a framework for the transformation of the streets and spaces over the next ten years to successfully manage the projected growth within the City Cluster, in order to ensure the continued support for the business City.</p> <p>4.2 Before the transformational changes to the area can be delivered in phases 2 and 3, phase 1 will include:</p> <ul style="list-style-type: none"> • Testing the feasibility of the proposals in terms of traffic impact and the traffic management measures that are required through the production of a Healthy Streets Plan (see report on this agenda) • Activating and enhancing the streets and spaces to provide quick wins and short-term improvements to the environment, including trials of elements that can lead to longer term change (the subject of this report) <p>4.3 Please refer to the City Cluster and Fenchurch Street Area Programme report for further context.</p>
<p>5. Brief description of project</p>	<p>5.1 The activation, greening and experiments programme includes a series of temporary and permanent installations and experiments that aim to enhance and activate the City Cluster over the next two years as well as trialling changes ahead of long-term transformation.</p> <p>5.2 Proposed interventions will reflect the public consultation responses on the City Cluster Vision and will be focussed on the highest priorities in the area. This programme will allow us to implement improvements over the next two years ahead of the longer-term transformational change that is subject to coordination with development.</p>

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	<p>5.3 Elements include measures such as:</p> <ul style="list-style-type: none"> • Footway widening in temporary materials to create more space for pedestrians on crowded footways; • Experimental timed closures to trial pedestrian priority streets at peak times; • Improvements to existing green spaces to create enhanced spaces for people to rest; • Small-scale greening and Sustainable urban drainage projects to soften and improve the local environment; • Pollution mitigation projects to reduce exposure to pollution; • Events and activities such as urban gardening and arts and culture to activate and add interest to the public realm and build community engagement; • Trials of smart technology, including sensors to measure and monitor pedestrian movement and comfort and pollution. <p>5.4 There is an opportunity to implement some of the measures in the short-term (next 6 months). This will include sensors to monitor pedestrian movement and pollution and public engagement and surveys during the lunchtime streets experiment in August and car free day in September. There is also an opportunity to support activation in the public realm through the ‘Nocturnal Creatures’ cultural event in the summer.</p> <p>5.5 Alongside the physical interventions, the programme will include a public engagement plan as well as monitoring the impact of the changes to measure the success of the interventions proposed and learn from any issues that may arise. This is so that the transformational change projects in Phases 2 and 3 can be developed with less risk and more certainty. This will also help to develop community partnerships with the aim of supporting a possible Business Improvement District (BID) in the area</p> <p>5.6 The programme will be coordinated with the preparation of the Healthy Streets Plan.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 The public consultation on the City Cluster Vision revealed that the community are incredibly supportive of the proposals described in the report and want to see improvements happen in the short-term instead of waiting for permanent change. This programme will enable the delivery of quick wins as well as more greening and improved public amenity in the area, responding directly to the wishes of the community. If the</p>

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	<p>project is not approved, there would not be any opportunity to implement improvements in the area for at least 3 years as the transformational projects in Phases 2 and 3 are to be coordinated with development in the area.</p> <p>6.2 The experiments and associated monitoring and engagement will also enable us to test proposals ahead of longer-term change, reducing risk and providing more certainty.</p> <p>6.3 There is a reputational risk to the Corporation if it does not deliver the approved proposals in the City Cluster Vision. Furthermore, the 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 TfL funding and deliver the benefit requirements.</p>
<p>7. SMART project objectives</p>	<p>7.1 Increased greenery in the area</p> <p>7.2 Mitigation of the impacts of pollution</p> <p>7.3 Trials of SuDs or other related climate change mitigation measures</p> <p>7.4 Improved pedestrian comfort and experience</p> <p>7.5 The programme will include an engagement and monitoring strategy to test the effectiveness of the interventions. Types of measures will include:</p> <ul style="list-style-type: none"> • Before and after pedestrian attitude surveys (to measure increase in user satisfaction and feedback on interventions) • Before and after pedestrian counts and measure of comfort levels and pollution using sensors and other smart technology • Engagement platform (subject to funding) to obtain detailed feedback on interventions and future interventions and publicise events
<p>8. Key benefits</p>	<p>8.1 Quick wins from the approved City Cluster Vision are implemented</p>

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	<p>8.2 Streets and spaces are enhanced, more pleasant and greener</p> <p>8.3 Walking is more comfortable and there is more space for pedestrians</p> <p>8.4 The public realm is activated and the community is engaged</p> <p>8.5 Trials enable future transformational projects to be tested, reducing risk</p>
9. Project category	4b. Substantially reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	None

Options Appraisal

12. Overview of options	Members will be provided with Options at the next gateway that will include a series of prioritised interventions.
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Project Planning

13. Delivery period and key dates	<p>Overall project: August 2019 – January 2021</p> <p>Programme to be coordinated with preparation of the Healthy Streets Plan</p> <p>Outline project programme:</p> <ul style="list-style-type: none"> • Short-term interventions and monitoring (July 2019 – December 2019) • Establish working party – August 2019 • Develop full programme brief (2-year programme) – Autumn 2019 • Develop prioritised interventions Autumn/Winter 2019 • G3/4/5 Report: January 2020 • Implement programme 2020-2022
14. Risk implications	<p>Overall project risk: Low</p> <ul style="list-style-type: none"> • Trials and experiments are not able to be implemented due to construction activity • The community are not appropriately engaged in events and activities

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	<ul style="list-style-type: none"> Underground constraints such as utilities severely limits the potential for Suds installations and planting
15. Stakeholders and consultees	<p>A detailed communication plan will be produced as part of the next steps. If funds allow, a bespoke consultation online platform will be developed.</p> <p>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 and residents within the City Cluster Local Ward members

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): £250,000 - £750,000									
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Mixture - some internal and some external funding								
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>TfL Liveable Neighbourhoods Grant</td> <td>£400,000</td> </tr> <tr> <td>S106</td> <td>£350,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£750,000</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	TfL Liveable Neighbourhoods Grant	£400,000	S106	£350,000	Total	£750,000
	Funds/Sources of Funding	Cost (£)								
	TfL Liveable Neighbourhoods Grant	£400,000								
S106	£350,000									
Total	£750,000									
<p>17.1 A bid for Transport for London’s ‘Liveable Neighbourhood’ funding was successful and has secured a grant of £3.3 million (match funding) over four years (2019-2023) that will help fund projects associated with the City Cluster Vision.</p>										
18. Investment appraisal	Not applicable									
19. Procurement strategy/route to market	<p>19.1 Much of the design and project management work will be undertaken in-house by DBE specialist staff</p> <p>19.2 There is likely to be a need at the next stage to use consultancy services for specialist areas that are not available in-house such as Suds and activation events.</p>									

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20. Legal implications	None
21. Corporate property implications	None
22. Traffic implications	The preparation of the Healthy Streets Plan will provide a detailed analysis of the Traffic implications
23. Sustainability and energy implications	The programme will include appropriate SuDs and pollution mitigation elements.
24. IS implications	None
25. Equality Impact Assessment	<ul style="list-style-type: none"> • An equality impact assessment will be undertaken.
26. Data Protection Impact Assessment	<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

Contact

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Telephone Number	020 7332 3155

Background Papers:

- City Cluster Vision Adoption Report (April/May 2019)
- City Cluster and Fenchurch Street Area Programme report (also on this agenda)
- City Cluster and Fenchurch Street Healthy Streets Plan Gateway 1 & 2 report (also on this agenda)

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Appendix 3.1 Project Briefing

Project identifier	
[1a] Unique Project Identifier	12072
[1b] Departmental Reference Number	
[2] Core Project Name	City Cluster Vision Phase 1 – Activation, greening and experiments programme
[3] Programme Affiliation (if applicable)	City Cluster and Fenchurch Street Area Programme

Ownership	
[4] Chief Officer has signed off on this document	<p>Director of TPR:</p> <p>Director of DBE:</p>
[5] Senior Responsible Officer	Melanie Charalambous
[6] Project Manager	Melanie Charalambous

Description and purpose
[7] Project Description
<p>The activation, greening and experiments programme is proposed to be one of the first elements of the City Cluster Vision to be implemented. It includes a series of temporary and permanent installations and experiments that aim to enhance and activate the City Cluster over the next two years as well as trialling changes ahead of long-term transformation.</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 development growth within the Cluster brings with it increased demands on the streets and public realm, not only in terms of essential space for movement and function but also the need to provide a high-quality environment that is commensurate with the status of the area. Were the Corporation not to respond to these challenges, the existing over-crowded streets and spaces will fail to cope with the increased numbers, resulting in road safety risks and also reputational risk to the City Corporation as a key supporter of the business City.</p> <p>The recently adopted City Cluster Vision provides a framework for the transformation of the streets and spaces over the next ten years to successfully manage the projected growth within the City Cluster.</p> <p>The public consultation on the City Cluster Vision revealed that the community are very supportive of the proposals and want to see improvements happen in the short-term instead of waiting for developments to complete. This programme will enable the delivery of quick wins as well as more greening and improved public amenity in the area, responding directly to the wishes of the community. If the project is not approved, there would not be any opportunity to implement improvements in the area for at least 3 years as the transformational projects in Phases 2 and 3 are to be coordinated with development in the area. The experiments and associated monitoring and engagement will also enable us to test proposals ahead of longer-term change, reducing risk and providing more certainty.</p>

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[9] What is the link to the City of London Corporate plan outcomes?					
<ul style="list-style-type: none"> • Corporate outcome 1 – People are safe and feel safe • Outcome 2 – People enjoy good health and wellbeing. • Corporate outcome 5 – Businesses are trusted and socially and environmentally responsible. • Corporate outcome 7 – We are a global hub for innovation in finance and professional services, commerce and culture. • Corporate outcome 8 – We have access to the skills and talent we need. • Corporate outcome 10 – We inspire enterprise, excellence, creativity and collaboration. • Corporate outcome 9 - A city that is physically well-connected and responsive • Corporate outcome 11 - A city that has clean air, land and water • Corporate outcome 12 - Spaces which are secure, resilient and well-maintained. 					
[10] What is the link to the departmental business plan objectives?					
<p>This project is linked to the following DBE business plan objectives;</p> <ol style="list-style-type: none"> 1. Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. 3. Developing a smarter approach through use of data and technology 4. Enabling digital connectivity that meets business and lifestyle needs 5. Creating an accessible city which is stimulating, safe and easy to move around in 6. To lead and initiate research into microclimate issues for the benefit of London and the UK, and to minimise impact of climate change 7. Empowering a rich and thriving social and cultural offer 8. Improving quality of life for workers, residents and visitors <p>The project also supports the delivery of the City of London Transport Strategy.</p>					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	N	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

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Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
1) Quick wins from the approved City Cluster Vision are implemented	
2) Streets and spaces are enhanced, more pleasant and greener	
3) Trials enable future transformational projects to be tested, reducing risk	
[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.)	
the programme will include a public engagement plan as well as monitoring the impact of the changes. This will help us to measure their success and learn from any issues that may arise so that the future transformational change projects can be developed with less risk and more certainty. This will also help to develop community partnerships with the aim of establishing a possible BID in the area	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower range estimate (excluding risk): £250,000 Upper range estimate (excluding risk): £750,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
None.	
[16] What are the expected sources of funding for this project?	
The project is proposed to be funding from S106 from local developments and a grant from TfL Liveable neighbourhoods	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
July 2019 – March 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?	
The project is proposed to include a comprehensive engagement plan to ensure the local community are involved with the proposals.	
They may be some media interest. However, the interventions are largely small-scale local interest.	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Olumayowa Obisesan
Chamberlains: Procurement	Officer Name: N/A
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