

Committees: Planning and Transportation Committee – For decision Streets and Walkways Sub – For decision Projects Sub – For decision Open Spaces Committee - For information	Dates: 14 July 2020 07 July 2020 30 July 2020 14 July 2020
Subject: City Cluster Area – Well-being and Climate Change resilience programme Unique Project Identifier: City Cluster Vision Phase one – 12072	Gateway 3: Outline Options Appraisal
Report of: Director of the Built Environment Report Author: Maria Herrera – City Public Realm	For Decision
PUBLIC	

1. Status update	<p>Project Description: The implementation of the City Cluster area delivery plan is divided between three programmes focused on pedestrian priority, well-being and activation. Each programme will deliver complementary improvements, in response to the highest priorities in the area, in close collaboration with local stakeholders.</p> <p>This report sets out the details for the evaluation and development of Programme 2 - Well-being and Climate Change Resilience, which is proposed to be taken forward to the next Gateway (4/5).</p> <p>This programme will deliver on the objectives of the City Cluster vision (adopted May 2019), the upcoming Climate Action Strategy, and the City's Covid-19 transport response strategy:</p> <ul style="list-style-type: none"> - Delivering greener, higher quality and more inclusive streets and spaces; - Creating healthy places to rest and provision of space for safe social-distancing; - Providing improved pedestrian walking routes - Introducing measures to mitigate the impacts of climate change and air pollution. <p>The programme will include improvements to a number of existing open spaces in the area, the introduction of new greenery (trees, planters and parklets) and the implementation of the first sustainable urban drainage system (SuDs) in the City.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): £765-850k for the delivery of the programme for the next 3 years. Programme scope to be developed further in future to encompass transformational change over the next 10 years.</p> <p>Change in Total Estimated Cost of Project (excluding risk): NA</p>
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	<p>Spend to Date: £102,628 As part of the City Cluster Vision Phase 1 report (approved in July 2019) which also included development of elements within the other programmes.</p> <p>Funding Source: For the overall programme over the next 3 years, Section 106 contributions and Transport for London Liveable Neighbourhood grant will be utilised, subject to individual gateway reports for each project being submitted in due course.</p> <p>Costed Risk Provision Utilised: NA</p> <p>Slippage: NA</p>														
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 4/5: Detailed Options Appraisal</p> <p>Next Steps:</p> <ul style="list-style-type: none"> - Agree scope for the improvements to existing public spaces - Develop coordinated programme of interventions in line with Covid-19 response strategy. - Engage with stakeholders and occupiers through a comprehensive communication strategy and consultation exercise. - Develop detailed design options and produce cost estimates for the proposed improvements. - Submit Gateway 4/5 report to committees for Member approval. The Covid-19 recovery related interventions are to be delivered as a first phase, which will include greening measures and parklets in the area. These will be reported earlier. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That Option 1 is approved to be taken forward to the next Gateway, which involves the evaluation and development of projects within the Well-being and Climate Resilience programme. 2. That a budget of £95,000 (£80k staff costs and £15k fees) from the Section 106 Agreements from the Pinnacle and Mitre Square developments is approved to reach the next Gateway. 														
<p>3. Resource requirements to reach next Gateway</p>	<p>For option 1 as recommended:</p> <table border="1" data-bbox="528 1659 1345 2024"> <thead> <tr> <th colspan="2" data-bbox="528 1659 1345 1765">Table 1: Budget required for the development of <i>Programme 2 – Well-being and Climate Resilience</i> to reach the next gateway approval.</th> </tr> <tr> <th data-bbox="528 1765 946 1839">Description</th> <th data-bbox="946 1765 1345 1839">Resources required to reach next Gateway (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1839 946 1877">Highways Staff Costs</td> <td data-bbox="946 1839 1345 1877">20,000</td> </tr> <tr> <td data-bbox="528 1877 946 1915">CPR Staff Costs</td> <td data-bbox="946 1877 1345 1915">50,000</td> </tr> <tr> <td data-bbox="528 1915 946 1953">Open Spaces Staff Costs</td> <td data-bbox="946 1915 1345 1953">10,000</td> </tr> <tr> <td data-bbox="528 1953 946 1991">Fees</td> <td data-bbox="946 1953 1345 1991">15,000</td> </tr> <tr> <td data-bbox="528 1991 946 2024">TOTAL</td> <td data-bbox="946 1991 1345 2024">95,000</td> </tr> </tbody> </table>	Table 1: Budget required for the development of <i>Programme 2 – Well-being and Climate Resilience</i> to reach the next gateway approval.		Description	Resources required to reach next Gateway (£)	Highways Staff Costs	20,000	CPR Staff Costs	50,000	Open Spaces Staff Costs	10,000	Fees	15,000	TOTAL	95,000
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	<p>Costed Risk Provision requested for this Gateway: No risk provision is required at this stage.</p>
<p>4. Overview of project options</p>	<p>Project summary and background: Phase One of the City Cluster area delivery plan was approved in July 2019, comprising a range of S278 funded projects, alongside greening and activation projects. Further to the initial work undertaken as part of the City Cluster Phase one, officers have reviewed the delivery of the projects and an updated delivery plan has been proposed consisting of the following three programmes:</p> <ul style="list-style-type: none"> • Programme 1: Pedestrian Priority and Traffic Reduction: Ensure pedestrian routes can accommodate the projected increases in pedestrian and cyclist flows by rebalancing the street capacity. • Programme 2: Well-being and Climate Change Resilience: The improvement of public spaces and introduction of additional greenery to deliver a more attractive environment, increased carbon-absorption and improved air quality. • Programme 3: Activation and Engagement: Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement. <p>(Further detail on the updated delivery plan is included in the City Cluster Area– Updated Delivery Plan report)</p> <p>Project Options: A single option is proposed to be taken forward at this stage, to undertake the full evaluation and development of the of the <i>Well-being and Climate Change resilience programme</i>, in line with the City Cluster Vision delivery framework. This report outlines the projects and initiatives that are to be developed as part of this programme. The resultant evaluation, design work and proposals will be presented as a series of options for consideration in the forthcoming Gateway 4/5 Report.</p> <p><u>Programme 2: Well-being and Climate Change Resilience</u> The Cluster currently contains very few public spaces to rest and spend time in, and many of those within the City’s control are in need enhancement. The introduction of additional space, greenery and improvements to existing public spaces were identified as the highest priorities in the recent public consultation on the City Cluster Vision. Access to as many green spaces as possible will be required to ensure urban resilience, particularly considering the current Covid-19 pandemic and resultant measures being developed for the safe ‘re-opening’ of the City.</p> <p>It is therefore proposed to carry out a series of public space improvements over the next three years. This Programme will be developed in line with the emerging City Climate Action Strategy and in response to the issues identified in the related draft “City of London Pathways Study” being produced by BuroHappold Engineering.</p> <p>The Well-being and Climate Change resilience programme is proposed to be funded by existing Section 106 contributions, which</p>

	are specific to the City Cluster, as well as by TfL through a liveable neighbourhoods grant (currently on hold for 2020/21 due to the Covid-19 pandemic). Other external contributions and funding bids will also be investigated at the next stage.
5. Recommendation	That 'Option 1' is approved to be taken forward to the next Gateway, at which point several costed potential projects will be presented. The forthcoming Gateway 4/5 report will set out the detailed scope, benefits and cost of the programme.
6. Risk	The risks associated with developing the programme are low. Officers will evaluate options that will respond to the feedback provided during the public consultation exercise and in line with Corporate priorities. At this stage, the programme involves a number of potential projects and initiatives for which independent project risk registers will be developed. Projects within this programme will be developed in close consultation with local stakeholders, the Open Spaces department and Highways Division, and in line with the City's Transport Covid-19 response strategy. For top risks please refer to Appendix 1, section 4.
7. Procurement approach	Design work will be undertaken in-house by officers, and external consultants will be brought in as required to provide specialist services. The proposals will be developed in close collaboration with the Open Spaces department and Highways Division and will be overseen by the City Cluster area Steering Group. Appointment of external consultants will be carried out in line with the City's procurement guidelines for capital projects.

Appendices

Appendix 1	Options appraisal matrix
Appendix 2	Map of public spaces in the City Cluster

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Appendix 1. Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>
1. Brief description of option	<p>The aim is to develop a series of projects, that will be presented as a series of costed options in the next Gateway report.</p> <p><i>Programme 2; Well-being and Climate Change Resilience</i>; is focused on the creation of a more attractive and greener environment, increased carbon-absorption and improved air quality within the City Cluster.</p> <p>Within the current context of the global health emergency, the provision of as many green open spaces as possible in urban environments is of utmost importance, to enable the working population to spend time outside of their workplaces in a safe manner.</p> <p>Several project opportunities have already been identified in the City Cluster Vision document (adopted May 2019). This programme seeks to address the lack of green infrastructure in the area and will contribute to reducing the impact of climate change and supporting the Covid-19 transport response strategy. This programme is proposed to be funded by existing area-specific Section 106 contributions, external contributions and TfL funding over the next 3 years.</p> <p>It is proposed to develop the programme in collaboration with the Open Spaces department and Highways division, along with local stakeholder groups, including the EC Partnership.</p> <p>Programme objectives include the following:</p> <ul style="list-style-type: none">- Increase the amount of greenery to help mitigate the impacts of climate change, noise and air pollution and soften the urban environment.- Deliver more accessible and attractive spaces to rest and spend time in, including responding to the need for social distancing.- The creation of 'green corridors' along busy pedestrian routes.- Deliver spaces which offer opportunities for place activation in a safe street environment i.e. facilitation of <i>Programme 3</i>.- Deliver sustainable urban drainage systems in line with the emerging Climate Action strategy.

Option Summary	Option 1
<p>2. Scope and exclusions</p>	<p><u>Programme outline:</u> The programme will include the following elements, which are subject to further evaluation work to be undertaken at the next stage:</p> <ol style="list-style-type: none"> 1. Feasibility assessments for the enhancement of existing public spaces located within the Cluster. Officers will evaluate sites which offer the greatest potential for delivering meaningful improvements in the area, including the public spaces of Jubilee Gardens, St Andrew Undershaft and St Helen's Bishopsgate. 2. Opportunities will be explored to introduce new greenery throughout the area in the form of trees, planters, and parklets, and outdoor seating, in line with the City's Covid-19 response strategy. Green infrastructure will help to provide more attractive streets and spaces to support local businesses as they begin to open. 3. The implementation of a sustainable urban drainage scheme (SuDs) in the area. An initial feasibility study has been undertaken for the implementation of a SuDs scheme in Duke's Place (off Bevis Marks). A cost-benefit study will be undertaken during the next stage to evaluate other potential locations and to ensure that the SuDs scheme(s) deliver the highest possible benefit in terms of rainwater absorption, and enhanced biodiversity. <p>At the next gateway 4/5, detailed design options and cost estimates for each potential project will be presented to Members for decision.</p>
Project Planning	
<p>3. Programme and key dates</p>	<p>Overall project: Programme to be developed and implemented over a period of 3 years. At the time of writing and due to the impacts of Covid-19, the proposed dates are indicative, an updated programme will be issued at a later stage.</p>

Option Summary	Option 1												
	<p>Proposed work programme:</p> <p>July-December 2020:</p> <ul style="list-style-type: none"> - Develop detailed briefs to define scope. - Develop design options and costs - Establish regular review meetings with stakeholders to develop the projects jointly with the stakeholder groups. - Present regular updates to City Cluster – Steering Group and other committees/groups related to the Covid-19 recovery strategy. <p>Early 2021:</p> <ul style="list-style-type: none"> - Submit Gateway 4/5 report <p>Note: specific elements that relate to the Covid-19 recovery measures will be reported separately</p>												
<p>4. Risk implications</p>	<p>Overall project option risk: Low</p> <p>The top risks are as follows:</p> <table border="1" data-bbox="562 919 1827 1439"> <thead> <tr> <th data-bbox="562 919 864 959">Risk</th> <th data-bbox="864 919 1301 959">Description</th> <th data-bbox="1301 919 1827 959">Response</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 959 864 1094">Funding for projects is not secured.</td> <td data-bbox="864 959 1301 1094">Section 106 contributions have been secured for the initial set of interventions. TfL funding for 2020-21 is on hold</td> <td data-bbox="1301 959 1827 1094">Alternative funding sources will be investigated.</td> </tr> <tr> <td data-bbox="562 1094 864 1366">Lack of stakeholder support</td> <td data-bbox="864 1094 1301 1366">Overall support to deliver the proposed initiatives has been expressed by stakeholders. However, there will need to be further consultation as designs are developed for specific locations</td> <td data-bbox="1301 1094 1827 1366">A communication strategy will be developed to ensure stakeholders are consulted at various stages of the programme.</td> </tr> <tr> <td data-bbox="562 1366 864 1439">Underground conditions impact on</td> <td data-bbox="864 1366 1301 1439">Due to existing underground conditions greening</td> <td data-bbox="1301 1366 1827 1439">Existing structures and conditions will be evaluated at an early stage</td> </tr> </tbody> </table>	Risk	Description	Response	Funding for projects is not secured.	Section 106 contributions have been secured for the initial set of interventions. TfL funding for 2020-21 is on hold	Alternative funding sources will be investigated.	Lack of stakeholder support	Overall support to deliver the proposed initiatives has been expressed by stakeholders. However, there will need to be further consultation as designs are developed for specific locations	A communication strategy will be developed to ensure stakeholders are consulted at various stages of the programme.	Underground conditions impact on	Due to existing underground conditions greening	Existing structures and conditions will be evaluated at an early stage
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	project scope and cost.	interventions may need to be reconsidered or adapted in certain locations.	through the commissioning of surveys and liaison with the Highways division to ensure project costs remain within estimated cost ranges
	<u>Covid-19 risks:</u> Delivery plan requires changes	The development of the programme has been adapted as a result of factors, including guidelines and emerging response stemming from the health emergency.	The situation is being monitored and the scope of the projects will be evaluated to ensure projects comply with new guidelines and response strategy.
	Implementation of projects is delayed		
5. Stakeholders and consultees	<p>The programme is to be developed in close consultation with local stakeholder groups and City officers from various departments. The emerging EC Partnership will play a key part in the development and prioritisation of projects. Regular engagement with this group is already taking place.</p> <p>The City Cluster Area Steering Group will oversee the development of the work programme and regular updates will be provided as and when required.</p>		
6. Benefits of option	<ul style="list-style-type: none"> - Deliver green, inclusive and accessible spaces for people to enjoy - Increase the amount of greenery and provide spaces for safe social distancing as per the Covid-19 response strategy. - Provide a high-quality environment to meet the demands and future predicted increase in working population. - Introduce measures to help mitigate the impacts of climate change and wind, and to improve air quality - Contribute to the well-being of local users by offering outdoor spaces to rest, work and spend time in. 		
7. Disbenefits of option	At this stage there are no disbenefits of progressing with this programme, it forms part of the City Cluster Programme of works and is in line with the desired outcomes identified though public consultation on the City Cluster Vision, Transport Strategy and City's Climate Action Strategy.		
Resource Implications			

Option Summary	Option 1
8. Total estimated cost	Likely cost range (excluding risk): £765-850k for the first 3 years of the programme implementation Options will be developed to suit the estimated programme costs.
9. Funding strategy	The first three years of implementation of the programme is to be fully funded by existing site specific S106 contributions, TfL and external contributions. Additional funding sources will be sought as projects are developed. It is envisaged that additional site-specific S106 and S278 funding will be available in the future as a result of new developments coming into the area.
10. Investment appraisal	NA
11. Estimated capital value/return	NA
12. Ongoing revenue implications	Further detailed design is required to assess revenue implications. Many of the spaces under consideration are already being maintained by the City, thus the interventions can be developed to achieve high quality environments with low maintenance costs. Any new green infrastructure will include a maintenance provision within the cost estimate.
13. Affordability	N/A
14. Legal implications	Legal agreements are likely to be required for some of the initiatives within the project. Details of these will be reported at the next gateway. Early consultation with local stakeholders has indicated overall support for the implementation of the projects within this programme. Further legal implications are set out in the main City Cluster Programme Area report.
15. Corporate property implications	None
16. Traffic implications	None

Option Summary	Option 1
17. Sustainability and energy implications	<ul style="list-style-type: none"> • The projects will enhance the local carbon absorption capacity and improve air quality within the City Cluster. • SuDs schemes will reduce stress on the city drainage network and increase biodiversity. • Programme objectives are in line with the emerging City Climate Action Strategy.
18. IS implications	N/A
19. Equality Impact Assessment	<p>The programme of works will deliver accessible and welcoming spaces for all user groups and provide areas where people can spend time outside their workplace environment.</p> <p>The improvement of public spaces will deliver benefits to the wider City community, for visitors as well as workers, and will facilitate safe social interaction, and improve physical and mental health.</p>
20. Data Protection Impact Assessment	N/A
21. Recommendation	<i>Recommended</i>