

<b>Committee(s):</b> <b>Planning &amp; Transportation</b> <b>Committee</b>  <b>Projects Sub-Committee</b>	<b>Date(s):</b>  <b>10/06/2014</b>  <b>17/06/2014</b>	
<b>Subject:</b> Department of Built Environment Projects Programme	<b>Public</b>	
<b>Report of:</b> Director of the Department for the Built Environment	<b>For Decision</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report and the attached programme schedule document sets out the current programme for all Department of the Built Environment Major Projects. This builds on the reports put to Committees in May and November last year, and takes into account the comments made by Members on format and content. The report seeks approvals for project initiation for three new projects at Gateway 2, which can be considered in the light of the full programme of projected work set out in the attached programme document. As well as the full project schedule this document includes Area Strategy project programmes, information on finances and funding, and an assessment of traffic impact of implementing projects.</p> <p>The report aims to provide an overview of all projects to assist Members in decision making. These projects originate in three ways. Firstly, and primarily, they are agreed and prioritised through Planning and Transportation Committee and the Court of Common Council as part of the process of agreeing and adopting Area Environmental Enhancement Strategies ('Area Strategies'). Secondly they may be approved by Members following the direct request of a developer/occupier to enhance an area around their building. These projects would be legally binding through either S106 or s278 agreements. Finally they may be specific environmental enhancement projects funded by Transport for London (TfL), or rarely through City funding. This report also sets out the funding sources for the projects, which are predominantly external to the City's own funds and the estimated delivery and spend on projects over the next three financial years.</p> <p>It is recommended that Members:</p> <ul style="list-style-type: none"> <li>• Note the full programme of projects being undertaken by the Department of Built Environment as set out in the Project Programme Document in Appendix 1.</li> <li>• Approve projects at Gateway.2 for the projects set out in Appendix.2</li> </ul>		

## **Department of Built Environment Project Programme**

1. This report and its appendices set out an overview of current projects, in order to enable Members to keep apprised of the project programme and to control the implementation and co-ordination of projects. This includes those projects that have been completed, those currently being implemented and those that have been approved in principle by the Planning and Transportation Committee and Court of Common Council, and are envisaged will be delivered over the next few years, subject to funding.
2. Following comments made by members on previous reports setting out the Department of Built Environment Project Programme, the format has been changed putting the information and analysis of funding, staff time allocation, and traffic impact assessments for the implementation of the schemes in a separate document, which is appended to this report as Appendix.1. It is intended that this document is made available widely so that more management information is available within and outside the department. As more information is collected and analysis is carried out the information in this document will be added to keep Members apprised of activity, costs and impacts on a comparative basis. For instance, in the document we have for the first time set out an assessment that relates to the traffic impact of the implementation of the projects, which will assist in planning and prioritising the implementation of projects, so as to minimise the impact of projects on City streets and traffic congestion. In future we will be able to assess whether the possible impact was effectively managed and to assess whether actual impact was reduced through planning and coordination.
3. The format and content of the programme document will continue to develop and respond to Member input and collection and analysis of more information. This is with the aim of monitoring performance against estimated programme, budget and time allocations.

## **Gateway 2 Approvals**

4. To give an indication of those projects likely to be brought forward in coming years from all sources, a schedule of 'Project Zeros' is kept on Project Vision and regularly updated. The current schedule is set out in Appendix 1. There are some IT and lighting projects included in the schedule, however this schedule is predominantly made up of:
  - All projects that form part of an approved Environmental Enhancement or Transport Strategy.
  - Projects that are agreed through signed Section.106 Agreements
  - Projects that are agreed through signed Section.278 Agreements
5. As agreed by Members in May 2013, projects will be brought forward from the current Project Vision Schedule of Gateway Zeros, or occasionally where there is immediate need to initiate a project was not previously been identified as needed and where funding is available to implement the project. In considering projects brought forward for initiation Members will be able to assess the priorities being

recommended by officers in the context of the whole potential work programme as set out in Appendix. 1

6. At this time it is recommended that three projects are brought forward for approval at Gateway 2

MITRE SQUARE (S.106)
ST.BARTHOLOMEWS HOSPITAL (S.106)
ST.MARY AT HILL

Gateway 2 reports for these three projects are in Appendix two to this report, along with a map of the showing their locations.

7. The **Mitre Square** project relates to the redevelopment of the International House site adjacent to Mitre Square presents an opportunity to enhance the streets and spaces in this area. The design for the area will take into consideration the proposals associated with the Aldgate scheme, and will also take the historical interest of the area into consideration. There will also be opportunities to improve pedestrian links through the area and to reassess parking, loading and waiting arrangements in local streets.
8. There are a number of key local stakeholders in the area, including Sir John Cass's Foundation Primary School, and also a small number of residents on Mitre Street. To ensure that their needs are met, these stakeholders will be engaged throughout the project, particularly through the establishment of the Stakeholders Working Party required by the International House redevelopment S.106 agreement. The S.106 funding available for the scheme is £856,007.
9. The **St.Bartholomews Hospital** Section 106 related project relates to the redevelopment of parts of the hospital that are currently under construction. The Section106 site plan specifies where the funds can be spent and covers the streets around the perimeter of the hospital, including Little Britain, West Smithfield and Giltspur Street. The improvements would be in keeping with the aims of the West Smithfield Area Strategy and include:
- re-surfacing footways in York stone to enhance the area together with bollards where required to prevent vehicle over-run;
  - dropped kerbs or raised pedestrian tables to improve access;
  - tree planting where appropriate to add greenery and enhance the environment.
  -

The total estimated cost of the scheme is likely to be £400K - £550K.

10. The **St.Mary at Hill** project is focussed on the general improvement and landscape enhancement of a private churchyard of the Grade I Listed St Mary-At-Hill Church. The project will consider re-landscaping St Mary-At-Hill Churchyard to deliver a more attractive and useable space with increased greenery and biodiversity, creating a space that is commensurate with the architectural quality and heritage value of the church. Increasing legibility of the space and accessibility for all users will also be paramount to the success of the project. The project is identified within

the Fenchurch & Monument Area Enhancement Strategy and will be funded through the Section 106 Agreement for 20 Fenchurch Street. The total estimated cost of the project is £100,000.

### **Legal Implications**

11. Projects can require varying degrees of legal input under a potentially wide range of issues such as agreements with third party funders; identifying affected land ownerships and agreements with affected land owners; agreements with neighbouring authorities; statutory processes required to implement highways or traffic changes; procurement; issues arising from implementation such as claims arising from works carried out. This is provided by Comptroller and City Solicitor's staff as far as possible, but the feasibility of this will depend on the number and scope of active projects. Therefore the resource requirements of a project in terms of legal issues should be identified and taken into account in determining project programmes and/or cost. The information contained in the project schedules makes this process easier to determine and manage.

### **Conclusion**

The programme for Department of the Built Environment projects continues to keep pace with the change of built environment in the City, and in the changing pattern and mode of movement in the City's streets. This is providing for the planned growth identified in the Local Plan. There continues to be a projected growth in cycling and an increase in the daytime population, increase in night-time economy, visitor activity and significant improvements to transport links. All of this pressure requires strategy and management, with planned changes through the implementation of projects that align the City's infrastructure with the changing City. The Environmental Enhancement Area Strategy approach has proved to be an effective way of setting out this change, and will remain the main co-ordinating mechanism to ensure proper community consultation and joined up project delivery for enhancement projects.

Officers will continue to develop the collection and analysis of information that will assist Members in governance and decision making related to project control and share this through future versions of the programme document attached in Appendix.1.

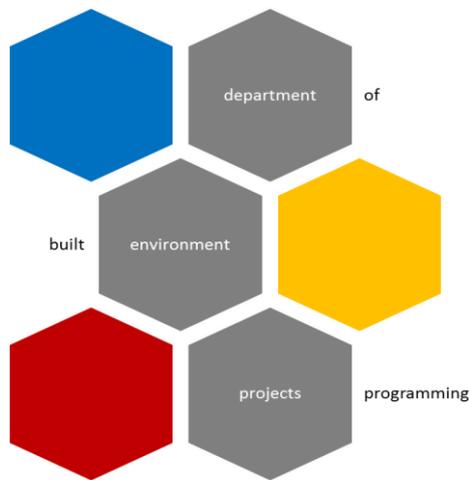
### **Appendices**

<b>Appendix 1</b>	Department of Built Environment Project Programme
<b>Appendix 2</b>	Gateway 2 Short Form Reports

### **Contact**

<b>Report Author</b>	Victor Callister
<b>Email Address</b>	<a href="mailto:victor.callister@cityoflondon.gov.uk">victor.callister@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	0207 332 3468

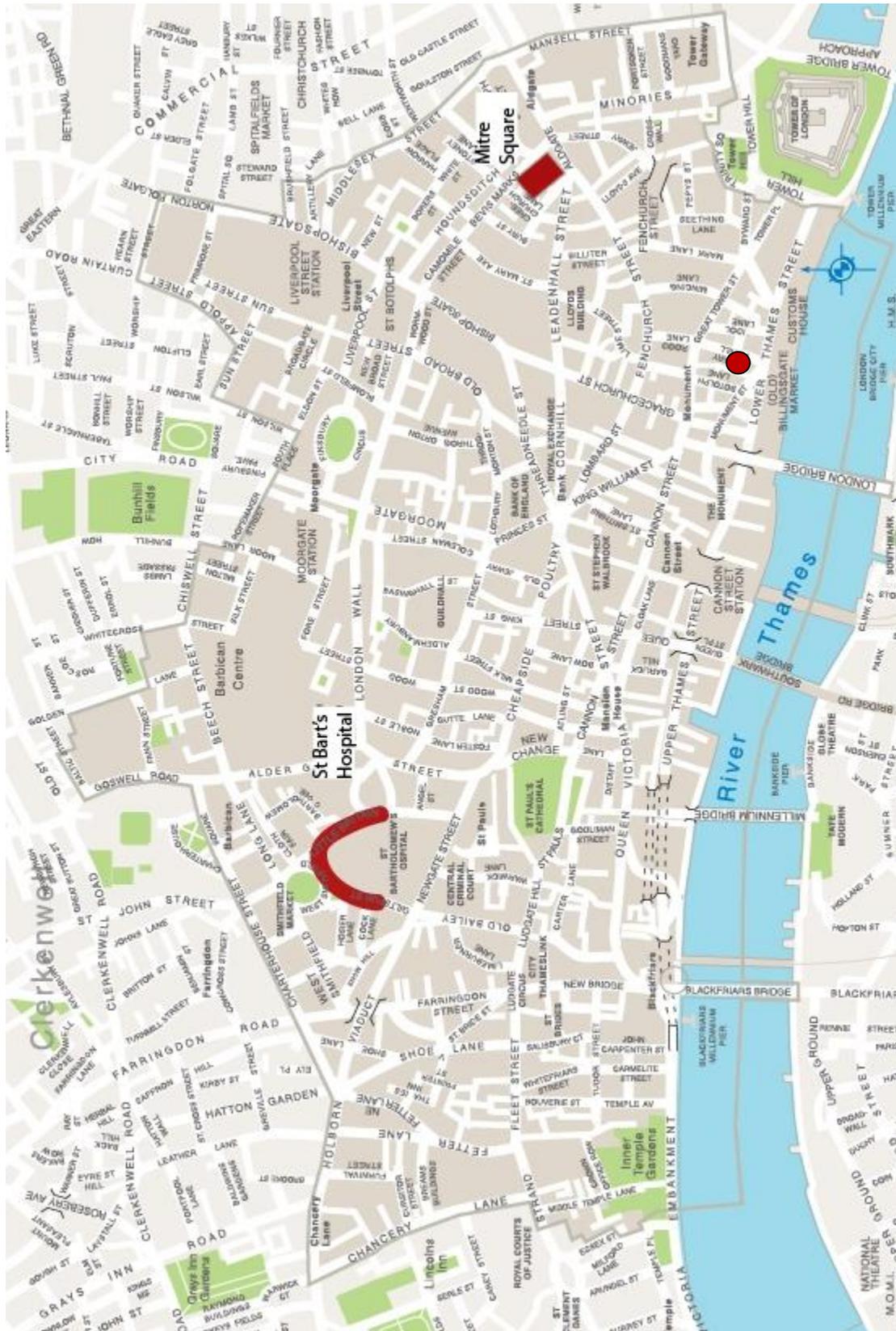
# Department of Built Environment Project Programme Information Document



Appendix.2

# Projects for Initiation Gateway 2 Reports

# Location Map of Gateway 2 Projects



<b>Project Gateway 2</b>	
<b>Project:</b> Mitre Square	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

## Overview

### **1. Spending Committee**

Streets & Walkways Sub-Committee

### **2. Project Board**

A Project Board is not recommended given the scale and nature of this project. However, the Section 106 agreement requires the setting up of a Working Party comprising representatives of the Developer, City Corporation and any other party the Corporation deems necessary.

### **3. Area Strategy Authorising Committee and date of Authorisation**

The project area sits on the boundary of two strategy areas, these being the Aldgate & Tower Area Strategy (approved by Court of Common Council in 2012) and the Eastern City Cluster Area Strategy (approved in 2005). However, no specific proposals were included for the project area.

### **4. Brief description of project**

The project involves public realm enhancements in the vicinity of the redevelopment site at Mitre Square. Specifically, the Section 106 agreement states that the Local Community Facilities & Environmental Improvement Works are to be directed to “the area surrounding the Site, including Mitre Street, Creechurch Lane, Mitre Square, Duke’s Place and Creechurch Place and the Open Space area within which the Enhancement Works are to be carried out”; a map of the proposed project area is shown in Appendix 1. The scheme is fully externally funded through the Section 106 Agreement connected to this development.

The design development will be progressed through the project Working Party, as described in Section 2 above, in accordance with the terms of the Section 106 agreement.

The project objectives are:

- Re-landscaping Mitre Square to create a more attractive and useable public space;
- Delivering an enhanced public realm;
- Enhancing the street environment to reflect the special historic interest of Mitre Square;
- Exploring measures to reduce anti-social behaviour / night time noise in the area;
- Improving the function of local streets in the area, including an assessment of waiting, loading and parking;
- Improving accessibility for all throughout the area;
- Providing increased facilities for cultural/leisure activities for workers and visitors in the public realm;

- Increasing greenery and biodiversity.

The project scope will include:

- Liaison and design integration with the developer, internal and external stakeholders, particularly residents and Sir John Cass's Foundation Primary School;
- Developing and consulting on design options;
- Collection of all necessary pre design information such as surveys;
- Construction planning and traffic management.

**5. Do materials used comply with 'material review' approved use?**

Yes.

**6. Success Criteria**

- Rejuvenation of Mitre Square, enhancement of the public realm and improvements to surrounding streets associated with the development of International House;
- Pedestrian improvements to enhance the immediate setting of Mitre Square and the public realm on streets including Mitre Street, Creechurch Place, St James's Passage, Creechurch Lane, Aldgate and Duke's Place;
- Improve the quality and consistency of surface materials in the public space and surrounding areas with the introduction / extension / retention of appropriate paving treatments;
- Show a clear design link with other improvements such as new public spaces and public realm improvements related to the Aldgate Highway Changes & Public realm project;
- Mitigation of late night noise / anti-social behaviour wherever possible;
- Improving accessibility for all people and particularly those with mobility impairment;
- Improving air quality in the immediate vicinity of the site;
- Increasing biodiversity in the immediate vicinity of the site;
- Increasing the sense of health and wellbeing for people using the area.

**7. Key options to be considered**

The key options to be considered will include north-south routes through the site, via St James's Passage and Creechurch Lane; these will be guided by the existing planning permissions. Options relating to linkages with Sir John Cass's Foundation Primary School will also be considered, as will local parking, loading and waiting arrangements. These options and their prioritisation will be developed at the options appraisal stage and will be in accordance with the relevant area strategies.

**8. Links to other existing strategies, programmes and/or projects**

The project will link with the relevant local area strategies as noted above. Although not included as a specific project within the strategy document, Mitre Square is adjacent to the major project being delivered at Aldgate, and so options will take these designs into consideration.

**9. Within which category does this project fit?**

Fully reimbursable.

Asset enhancement/ improvement (capital).

**10. What is the priority of the project**

Advisable.

## **Financial Implications**

### **11. Likely capital/supplementary revenue cost range**

£250k – £2m (anticipated value of project being £800,000 - £850,000).

### **12. Potential source (s) of funding**

The project will be fully funded through the relevant planning obligation (section 106 agreement). The total Local Community & Environmental Improvement Works contribution of £866,007 will be split as follows:

- £50,000 for air quality monitoring;
- £816,007 for Enhancement Works.

The LCEIW pre-payment of £91,450 (10% of the total contribution) has already been received and will be utilised for preliminary design and initial consultation. Any funds remaining from this allocation at the completion of preliminary design will be put towards the main implementation budget.

### **13. On-going revenue requirements and departmental local risk budget (s) affected**

The majority of the area is currently maintained as City highway. The new landscaping will result in a change in the design of the public realm which may in turn result in additional revenue costs dependent on the design options recommended.

The specific additional revenue costs over a five year period will be identified and considered at the options appraisal stage and built into the project implementation budget

### **14. Indicative Procurement Approach**

It is anticipated that all works will be undertaken by the City's term contractor, J.B. Riney. The use of J.B. Riney will be confirmed in future Gateway reports.

### **15. Major risks**

Overall Project - Low Risk

#### **Risk breakdown:**

#### **1. Full cost of works unknown**

As the design options are identified the likely cost of the scheme will be established. The scope of the project will be tailored to ensure delivery within the available Section 106 funding.

#### **2. Project exceeds budget**

Monitor costs closely and phase expenditure based on essential and optional elements of the scheme to ensure the budget is not exceeded.

#### **3. Key stakeholders – (School, residents, businesses) oppose the proposed enhancement works**

Officers will provide detailed information and briefings to stakeholders throughout the design and evaluation stages, including wider consultation with local residents. As part of the S106 conditions, a stakeholder steering group will be established at

project inception to guide the design development between project gateways.

#### **4. School expansion works impact on the project design and implementation**

Maintain close contact with the School to ascertain their expansion proposals, primarily through the project Working Group as described in Section 2 above.

#### **16. Anticipated stakeholders and consultees**

Anticipated external stakeholders:

- Developer of International House site;
- Sir John Cass's Foundation School;
- Local residents;
- St Botolph without Aldgate Church;
- Owners / occupiers of adjacent buildings;
- Transport for London;
- City of London Police.

#### **17. Sustainability Implications**

It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. This will be confirmed as design options are refined.

#### **18. Resources requirements to reach next Gateway**

Total - £45,000.

Staff allocation - £20,000. This will allow the City to progress the project to Options Appraisal at Gateway 3, conduct consultation work including liaison with local stakeholders and to prepare necessary reports back to Members. This represents around 200 hours, including input of the Assistant Director.

Fees allocation - £25,000. This will allow the commissioning of all necessary topographical and utility surveys and a landscape design consultant to develop a robust outline design concept to inform the option appraisal at Gateway 3.

All costs and fees will be funded from the Local Community and Environmental Improvement Works contribution from the Mitre Square S106 agreement.

#### **19. Standard or streamlined approval track**

Streamlined.



<b>Project Gateway 2</b>	
<b>Project:</b> St Bartholomew's Hospital environmental enhancements	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

### Overview

<b>2. Spending Committee:</b> Streets and Walkways
<b>2. Project Board:</b> Not recommended given the scale of the project
<b>3. Area Strategy and date of Authorisation:</b> West Smithfield approved January 2014
<p><b>4. Brief description of project</b>  This is a Section 106 funded project that involves improvements to the public highway surrounding St Bartholomew's Hospital.</p> <p>The Section 106 agreement is with the Barts and the London NHS Trust and is related to the redevelopment of parts of the hospital that is currently under construction. The S106 includes a site plan that specifies where the funds can be spent which covers the streets around the perimeter of the hospital, including Little Britain, West Smithfield and Giltspur Street.</p> <p>The improvements would be in keeping with the aims of the West Smithfield Area Strategy and include:</p> <ul style="list-style-type: none"> <li>• re-surfacing footways in York stone to enhance the area together with bollards where required to prevent vehicle over-run;</li> <li>• dropped kerbs or raised pedestrian tables to improve access;</li> <li>• tree planting where appropriate to add greenery and enhance the environment.</li> </ul>
<p><b>5. Materials used will comply with 'material review' approved use?</b>  Yes</p>
<p><b>6. Success Criteria</b></p> <ul style="list-style-type: none"> <li>• Improved walking routes and connections</li> <li>• Improved accessibility and comfort</li> <li>• Providing an enhanced environment</li> </ul>
<p><b>7. Links to other existing strategies, programmes and/or projects</b>  This project complements the recently approved Barts Close enhancement project.</p>
<p><b>9. Within which category does this project fit?</b>  Fully reimbursable</p>
<p><b>10. What is the priority of the project</b>  Desirable</p>

## **Financial Implications**

### **11. Likely capital/supplementary revenue cost range**

Total is likely to be £400K - £550K.

### **12. Potential source (s) of funding**

- The Section 106 Agreement obligation with St Barts and the London NHS Trust will be the only funding source.

- The Section 106 payment is expected to be received in Spring 2014 and progression is subject to advance receipt of the funds.

### **13. On-going revenue requirements and departmental local risk budget (s) affected**

The first 5 years establishment costs for any trees will be covered by the S106. Bollards will be included where appropriate to prevent vehicle overrun which will protect vulnerable areas from damage.

### **14. Major risks**

The overall project risk is low. Key risks are:

- Underground utilities or basements limit scope for tree planting
- The S106 payment is not sufficient to cover the cost of the desired works. If this risk materialises, the scope would be adjusted to suit the budget.

### **15. Anticipated stakeholders and consultees**

- Barts and the London NHS Trust and their agents
- Building frontagers
- Internal Departments

### **16. Resource requirements to reach next Gateway:**

£30,000 funded from the S106 payment. Breakdown is as follows:

<b>Item</b>	<b>Cost (£'s)</b>
Fees	5,000
Staff Costs	25,000
<b>Total</b>	<b>30,000</b>

The £25,000 staff costs represents approximately 250 hours of staff time and is inclusive of in-house design costs and estimating.

### **17. Standard or streamlined approval track: Streamlined**

<b>Project Gateway 2</b>	
<b>Project:</b> St Mary-At-Hill Churchyard	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

## Overview

<p><b>3. Spending Committee</b> Streets &amp; Walkways Sub-Committee</p>
<p><b>2. Project Board</b> A Project Board is not recommended given the scale and nature of this project. Regular design team meetings will be held with the project team and Senior Responsible Officer.</p>
<p><b>3. Area Strategy Authorising Committee and date of Authorisation</b> The project area lies within the boundary of the Fenchurch &amp; Monument Area Enhancement Strategy (approved by Court of Common Council on 25/04/13).</p>
<p><b>4. Brief description of project</b> The project is focussed on the general improvement and landscape enhancement of a private churchyard of the Grade I Listed St Mary-At-Hill Church.</p> <p>The project objectives are:</p> <ul style="list-style-type: none"> <li>- Re-landscape St Mary-At-Hill Churchyard to create a more attractive, useable, publicly accessible space;</li> <li>- Increase greenery and biodiversity in the area;</li> <li>- Deliver a space that is commensurate with the architectural quality and heritage value of the church;</li> <li>- Explore the potential for public art within the space;</li> <li>- Enhance the legibility of the space as an important local asset;</li> <li>- Improve accessibility into the space;</li> <li>- Explore options for refuse management;</li> <li>- Provide increased facilities for cultural/leisure activities for workers and visitors to the area.</li> </ul> <p>The project scope will include:</p> <ul style="list-style-type: none"> <li>- Liaison and design development with internal and external stakeholders;</li> <li>- Developing and consulting on design options;</li> <li>- Construction</li> </ul> <p>A map of the proposed project area is shown in Appendix 1.</p>
<p><b>5. Do materials used comply with 'material review' approved use?</b> Yes.</p>
<p><b>6. Success Criteria</b></p> <ul style="list-style-type: none"> <li>• Rejuvenation of St Mary-At-Hill Churchyard, with improved seating, lighting and soft landscaping</li> </ul>

<ul style="list-style-type: none"> <li>• Mitigation of anti-social behaviour wherever necessary;</li> <li>• Improving accessibility for all people and particularly those with mobility impairment;</li> <li>• Improving air quality in the immediate vicinity of the site;</li> <li>• Increasing biodiversity in the immediate vicinity of the site;</li> <li>• Increasing the sense of health and wellbeing for people using the area.</li> </ul>
<p><b>7. Key options to be considered</b> Key options will be based on the palette of materials – hard and soft landscaping, lighting and furniture.</p>
<p><b>8. Links to other existing strategies, programmes and/or projects</b> The project will link with the relevant local area strategy as noted above.</p>
<p><b>9. Within which category does this project fit?</b> Fully reimbursable.</p>
<p><b>10. What is the priority of the project</b> Advisable.</p>

## **Financial Implications**

<p><b>11. Likely capital/supplementary revenue cost range</b> £0 – £250k (anticipated value of project being £100,000).</p>
<p><b>12. Potential source (s) of funding</b> The scheme is externally funded through the Section 106 Agreement relating to the redevelopment of 20 Fenchurch Street. The ‘St Mary-At-Hill Garden Payment’ within this agreement assigns the sum of £100,000 for funding of improvements to the churchyard.  Given that this is a privately owned space, any potential for match funding from the church will be scoped.  The enhancement of a Grade I Listed Building may provide a justification for additional heritage based funding from English Heritage or Heritage Lottery Fund, but this is not considered essential for the successful completion of the project.</p>
<p><b>13. On-going revenue requirements and departmental local risk budget (s) affected</b> The area is currently maintained by the City Open Spaces Department. New landscaping may result in additional revenue costs dependent on the design options recommended. The specific additional revenue costs will be identified and considered at the options appraisal stage and built into the project implementation budget.</p>
<p><b>14. Indicative Procurement Approach</b> It is anticipated that all works will be undertaken by the City’s term contractor, J.B. Riney. The use of J.B. Riney will be confirmed in future Gateway reports.</p>
<p><b>15. Major risks</b> Overall Project - Low Risk</p>

**Risk breakdown:****1. Full cost of works unknown**

As the design options are identified the likely cost of the scheme will be established. The scope of the project will be tailored to ensure delivery within the available Section 106 funding.

**2. Project exceeds budget**

Monitor costs closely and phase expenditure based on essential and optional elements of the scheme to ensure the budget is not exceeded.

**3. Key stakeholders – (the church) oppose the proposed enhancement works**

Officers will provide detailed information and briefings to stakeholders throughout the design and evaluation stages, including wider consultation with local residents.

**16. Anticipated stakeholders and consultees**

Anticipated external stakeholders:

- St Mary-At-Hill Church;
- Local residents;
- Owners / occupiers of adjacent buildings;
- English Heritage;
- City of London Police.

**17. Sustainability Implications**

It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. This will be confirmed as design options are refined.

**18. Resources requirements to reach next Gateway**

Total - £10,000

Staff allocation - £10,000 This will allow the City to progress the project to Options Appraisal at Gateway 3, conduct consultation work including liaison with local stakeholders and to prepare necessary reports back to Members. This represents approximately 100 hours, including input of the Principal Project Officer and Assistant Director.

Given the restricted budget for this project, it is not recommended that a landscape design consultant is appointed but rather utilise internal urban design, open spaces and heritage expertise.

All costs and fees will be funded from the St Mary-At-Hill Garden Payment contribution from the 20 Fenchurch Street S106 agreement.

**19. Approval Track**

Light.

**Appendix 1 – Map of the project area**

