

<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board Projects Sub Health and Wellbeing Board (for information) Community and Children Services (for information)	02 February 2015 23 February 2015 23 February 2015 13 February 2015
<b>Subject:</b> Gateway 1 & 2 Project Proposal: Golden Lane Estate Playground Refurbishment	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Decision</b>

## **Project Summary**

<p><b>1. Context</b></p>	<p>This Gateway 1/2 relates to the playground at the heart of the Golden Lane Estate which is a Grade II listed post-war housing development (Crescent House is Grade II* listed). Much of the original structural landscape is intact: the playground is sunken, walled and near residential blocks. Its access is poor (stepped access only). The current play facility is not used by local families, as its layout make it difficult to supervise children. It is considered a security risk at present as it is a concealed area, and thus can attract anti-social behaviour.</p> <p>In November 2012, it was identified that there were 192 children aged under-five living in the Cripplegate and Aldersgate wards. Of those, 47 children lived on the Golden Lane Estate (Source – Family Profile Data, Nov 2012). There is a facility for older children, which has been upgraded (completed December 2013), but there are no suitable play facilities for under-fives. Through various consultation exercises, there have been requests from families on the estate and the wider area to address the lack of play facilities for toddlers and younger children.</p> <p>There is knowledge of some concrete decay on the estate (an estate-wide concrete testing project is due to commence shortly), the playground is an unusual structure and the estate was built upon bomb-damaged warehouse basements. Structural investigations will be key in appraising the viability of the scheme.</p>
<p><b>2. Brief description of project</b></p>	<p>The proposed project aims to replace an insecure, unsightly facility which is not fit for purpose and not of benefit to the community, with one which provides safe, stimulating play opportunities for young children and contributes to the environmental enhancement of the Grade II listed housing estate. Raising the floor will be required to create the new, more accessible playground. Initial feasibility work has been carried out, liaising with CoL officers from Engineering and Planning. Both Planning permission (CoL) and listed building consent (Department of Communities and Local Government) would be required for the proposal.</p> <p>The Planning Officer advised that planning permission would be based on consideration given to the type of infill – i.e. whether the infill used to raise the ground floor level of the playground could be reversed should this be desired at some future date. If this was not</p>

	<p>feasible, the Planning officer advised that due to the unusual nature of the sunken playground on this Grade II listed estate, planning approval would still be recommended.</p> <p>As the playground is located within Golden Lane Estate, it is expected that residents will be the principle users. However, it will be open to visitors and residents from the Barbican and surrounding areas. The playground is intended for very young children and therefore parents or carers will be expected to supervise at all times. Opening times will be agreed with residents and will change according to the seasons and the playground will be locked overnight.</p> <p>The design of the space will be led by local residents and informed by consultation exercises undertaken with the wider community and other stakeholders looking at the function of the space, play equipment, landscaping – other considerations will include accessibility, safety, ASB prevention, signposting/ wayfinding to the facility as well as facilities for parents/carers.</p>
<p><b>3. Consequences if project not approved</b></p>	<p>If this project is not approved the City would miss an opportunity to deliver an objective of the Local Plan ('the City will seek additional or enhanced play facilities'), more specifically it would fail to meet the need of improvement of the Golden Lane Estate playground identified through recent consultation exercises.</p> <p>It will further prevent to support the strategic aims of the City's Health and Wellbeing Strategy as well as the Every Child Matters' national agenda.</p> <p>Non-delivery also means that the existing unused facility is likely to deteriorate and become even more of an eyesore on the estate.</p>
<p><b>4. Success criteria</b></p>	<ul style="list-style-type: none"> <li>• High quality playground reflecting the City's commitment to high quality services;</li> <li>• A facility that is designed well to complement its setting, improve the appearance and function of the outdoor space;</li> <li>• Improved accessibility of the public space;</li> <li>• Ownership of the play facility by the local and wider community through successful engagement and efficient consultation from initial design through to delivery;</li> <li>• A design that minimises opportunities for anti-social gatherings;</li> <li>• A design that successfully improves social cohesion by creating more opportunities for positive social and inter-generational interactions;</li> <li>• A play facility which is safe while providing the appropriate level of risk and challenge required in the development of the child.</li> </ul>
<p><b>5. Governance arrangements</b></p>	<p><b>Spending Committee:</b> Community and Children's Services Committee</p> <p><b>Senior Responsible Officer:</b> Assistant Director Housing and Neighbourhoods, Community and Children's Services Department.</p> <p><b>Project Board:</b> No</p>

	<p>Given the scale and nature of the proposed project; however the following project governance structure is anticipated:</p> <ul style="list-style-type: none"> <li>• <b>Project Sponsor:</b> Golden Lane Estate Ward Member</li> <li>• <b>Senior Responsible Officer:</b> Assistant Director Housing and Neighbourhoods, Community and Children’s Services Department.</li> <li>• <b>Client Lead:</b> Asset Programme Manager, Community and Children’s Services</li> <li>• <b>Project Manager:</b> Environmental Enhancement Project Officer</li> <li>• <b>Consultation and Residents Liaison Lead:</b> Area Manager (Central), Community and Children’s Services</li> <li>• The project will be monitored by the Housing Programme Board, which is Chaired by the Director of Community and Children’s Services and includes representatives from the Departments of Community and Children’s Services, the Built Environment, Chamberlain’s, City Surveyor’s, Comptroller and City Solicitor’s.</li> </ul>
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**Prioritisation**

<p><b>6. Link to Strategic Aims</b></p>	<p>2. To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes</p>
<p><b>7. Links to existing strategies, programmes and projects</b></p>	<ul style="list-style-type: none"> <li>• <u>The Corporate Plan:</u> <i>‘To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors, with a view to delivering sustainable outcomes’.</i></li> <li>• <u>The City of London Local Plan (2015-2026):</u> <i>‘The City Corporation will protect existing play provision and seek additional or enhanced play facilities or space’.</i> <ul style="list-style-type: none"> <li>• The City Together Strategy – particularly its objectives to:- <ul style="list-style-type: none"> <li>➤ Support our communities and</li> <li>➤ Protect, promote and enhance our environment.</li> </ul> </li> </ul> </li> <li>• <u>The City’s Children &amp; Young People’s Plan 2013-15:</u> <ul style="list-style-type: none"> <li>➤ <i>‘To provide early preventative and intervention services to meet the needs of children and young people in the City of London’;</i></li> <li>➤ <i>‘To ensure that children and young people will be healthier, fitter and more emotionally resilient;</i></li> </ul> </li> <li>• <u>Open Space Strategy (2008)</u> <ul style="list-style-type: none"> <li>➤ <i>Provide additional play facilities (including equipped play areas) in existing and new spaces in accordance with the City Corporation’s Play Strategy (2007-2010).</i></li> </ul> </li> <li>• The project will also contribute to meeting the first three outcomes of <u>Every Child Matters(ECM)</u> – that every child shall:- <ul style="list-style-type: none"> <li>➤ Be healthy</li> <li>➤ Stay safe</li> </ul> </li> </ul>

	<p>➤ Enjoy and achieve</p> <p>Meeting the ECM outcomes is the first element of the <u>City's Education &amp; Early Years Service Vision</u>.</p> <ul style="list-style-type: none"> <li>The Project will have regard to the Asset Management Strategy and 5 and 30 year Asset Management Plans.</li> </ul>
<b>8. Project category</b>	7a. Asset enhancement/improvement (capital)
<b>9. Project priority</b>	C. Desirable

### Options Appraisal

<b>10. Overview of options</b>	<p>Given the site constraints (listed status; sunken structure of the playground) the range of options is limited. Variations on landscaping, furniture and play equipment, use of the redundant underground space and type of infill will constitute the main options to be assessed and guided by public consultation.</p> <p>The Options Appraisal Stage will be informed by structural survey findings, accessibility considerations, Listed Building Planning Guidance and foremost by public consultation. Following the outcomes of the structural assessment, a 'quit option' would be envisaged at the solutions appraisal stage in the case of an unfavourable cost/benefit ratio. In this eventuality, the project will report back to committees.</p>
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### Project Planning

<b>11. Programme and key dates</b>	<p><b>Overall programme:</b> January 2015 – February 2016</p> <p><b>Key dates:</b></p> <ul style="list-style-type: none"> <li>Options Appraisal, Design to stage D incl. necessary surveys and consultations: March – May 2015</li> <li>Decision on approach: March 2015</li> <li>Construction package and Gateway 5 approval (delegated to Chief Officer): May – June 2015</li> <li>Implementation: July – August 2015</li> <li>Snagging: September - October 2015</li> <li>Project close-down: October 2015 – Feb 2016</li> </ul> <p><b>Other works dates to coordinate:</b> Based on the above timetable, there are 4 works projects which may be underway at Golden Lane:</p> <ul style="list-style-type: none"> <li>Concrete testing and repair,</li> <li>Great Arthur House Windows Replacement,</li> <li>Door entry system refurbishment,</li> <li>CCTV system refurbishment.</li> </ul> <p>The contractors will be carefully co-ordinated to ensure there is no negative impact.</p>
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<p><b>12. Risk implications</b></p>	<p><b>Overall project risk: Green</b></p> <p>1. Structural constraints limit scope/escalate costs Necessary surveys will be carried out to identify any possible structural issues the site may have and how to address them. Solutions proposed will be assessed in terms of value for money / Cost-Benefit ratio.</p> <p>2. Full cost of works unknown As the design options are identified and investigations/surveys carried out, the likely cost of the scheme will be established. The scope of the project will be tailored to ensure delivery within the available funding.</p> <p>3. Project exceeds budget Costs will be monitored closely and expenditure phased on the basis of essential Vs optional elements of the scheme to ensure the budget is not exceeded.</p> <p>4. Key stakeholders oppose the proposed refurbishment of the playground Officers will provide detailed information and briefings to stakeholders throughout the design and evaluation stages, including consultation with the wider community.</p>
<p><b>13. Stakeholders and consultees</b></p>	<ul style="list-style-type: none"> <li>• Residents of Golden Lane Estate</li> <li>• Local Ward Members</li> <li>• Local Service Users</li> <li>• Health and Wellbeing Board</li> <li>• Golden Lane Estate Board</li> <li>• City of London Police (Architecture Liaison)</li> <li>• Fusion, Golden Lane Leisure Centre</li> </ul>

**Resource Implications**

<p><b>14. Total estimated cost</b></p>	<p><b>1. Under £250k</b></p> <p><b>Likely cost range:</b> £160k-£180K of which £125K will be works, incl. a 5 year maintenance lump sum. This estimate will be refined at Gateway 5.</p>
<p><b>15. Funding strategy</b></p>	<ul style="list-style-type: none"> <li>• £125K for works: City Fund (likely DCCS 2014/15 underspend to be bid for as part of carry forward). There may also be the potential to use an element of the 2015/16 Public Health Grant ;</li> <li>• £55K for staff costs and fees: this element will be met from DCCS local risk.</li> </ul>
<p><b>16. On-going revenue implications</b></p>	<p>The design options are unlikely to result in an increase in maintenance costs, however any potential increases will be carefully assessed and steps taken to minimise these increases where possible. A 5 year maintenance cost lump sum is included in the total estimated project cost to cover any potential additional</p>

	<p>costs, particularly in relation to Cleansing, Housing (estate maintenance) and Open Spaces (if soft landscaping is included in the design).</p> <p>This will be assessed during the options appraisal stage and confirmed at Gateway 5.</p>
<b>17. Procurement strategy</b>	<p>Most of the works involved are outside the scope of the standard schedules of rates of the City's Term contractor, Riney's. As the value of the works is anticipated to be under £400K, it is recommended to undertake a Request For Quote (RFQ) as per the City's Procurement Regulations, January 2014 (paragraphs 15.4, 18.1) and to invite at least three companies to submit a written quotation. Quotations will be sought liaising with CLPS and assessed on value for money, quality and reliability.</p>
<b>18. Legal implications</b>	<p>The playground is at the heart of the Golden Lane Estate Housing Estate which is a Grade II listed post-war housing development. Listed Building Consent and Planning Permission will be required for the works.</p>
<b>19. Equality Impact Assessment</b>	<p>An equality impact assessment will be undertaken.</p> <p>This is anticipated to be undertaken while finalising the design prior to Gateway 5.</p>

### Recommended Course of Action

<b>20. Next steps</b>	<ul style="list-style-type: none"> <li>• Finalise project governance (Feb. 2015)</li> <li>• Undertake necessary structural surveys and investigations (March 2015)</li> <li>• Decision on approach (March 2015)</li> <li>• Appoint Architect (March 2015)</li> <li>• Request for Quotation (March 2015)</li> </ul>									
<b>21. Approval track and next Gateway</b>	<p><b>Approval track:</b> 3. Light</p> <p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p>									
<b>22. Resource requirements to reach next Gateway</b>	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Surveys and Structural Engineer fees</td> <td>Project main aim is to bring the floor of the playground to ground level – surveys will inform the feasibility and help cost solutions.</td> <td>£4K</td> </tr> <tr> <td>Project Management Staff Costs to G5</td> <td>Expertise provided by DBE to DCCS to ensure project is delivered on time, within budget and in accordance with City's guidance, policies and PM good-practice incl. production of key PM documentation. Other duties: design process documentation; consultant management, budget management, procurement of main</td> <td>10K Based on an average of 6h/week for 4 mths incl. overheads</td> </tr> </tbody> </table>	Item	Reason	Cost (£)	Surveys and Structural Engineer fees	Project main aim is to bring the floor of the playground to ground level – surveys will inform the feasibility and help cost solutions.	£4K	Project Management Staff Costs to G5	Expertise provided by DBE to DCCS to ensure project is delivered on time, within budget and in accordance with City's guidance, policies and PM good-practice incl. production of key PM documentation. Other duties: design process documentation; consultant management, budget management, procurement of main	10K Based on an average of 6h/week for 4 mths incl. overheads
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		contractor in close liaison with Client Lead.	
	DBE Highways Engineer Staff Costs	Advice on construction programming; sign-off architects' drawings and issue construction package incl. levels, drainage and lighting; source and procure materials.	£6K Based on an average of 4h/week for 4 mths incl. overheads
	DBE Structures Engineer Staff Costs	Advise on structural design and drawings	£2K
	Landscape Architects	Produce design to RIBA stage D; Co-produce materials for consultation purposes; Assist CoL engineers during stages E/F/G; Attend Design Team Meetings, Site meetings, consultation workshops and events.	£10K
	Communication materials incl. design	The design of the public space will be community-led – high quality tailored communication materials (incl. models/montages) will be key to successful engagement.	£3K
	<b>Total resources to reach Gateway 5:</b>		<b>£35K</b>
	<b>Funding Source: Local Risk DCCS</b>		

## Appendices

<b>Appendix 1</b>	Site Location Plan
<b>Appendix 2</b>	Pictures of existing playground

## Contact

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# Appendix 1 - Site Location Plan





## Appendix 2 - Images of the site



Existing sunken playground

