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## **Appendix 1: Project Coversheet**

# **Project Coversheet**

### **[1] Ownership**

**Unique Project Identifier:** 11956      **Report Date:** 30/11/20  
**Core Project Name:** West Smithfield Public Realm  
**Programme Affiliation:** Culture Mile  
**Project Manager:** Helen Kearney  
**Next Gateway to be passed:** 4

### **[2] Project Brief**

#### **Project Mission statement:**

To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of Culture Mile and the Healthy Streets Plan. The project will aim to achieve the following outcomes:

1. The character of the area is revealed, celebrated and protected
2. People feel safe as a result of high-quality, human-centred, integrated security design
3. There is a well-functioning and accessible public realm which delivers aims within the City Transport Strategy and which makes significant improvements to the Healthy Streets Indicators for the area
4. The proposed museum and re-purposed market buildings have the best possible journey, arrival, and welcome for all visitors, residents and workers
5. The urban spaces around Smithfield are engaging and allow for cultural activity to take place within them
6. The public realm is flexible and future-proofed, with delivery of change in the area phased to align with the needs of the proposed new Museum and Central Markets developments
7. The different building uses within the area of study are understood and complement each other, with the public realm successfully knitting these buildings together
8. The public realm is designed to be a leading exemplar for sustainable design
9. The public realm supports communities and businesses in the local area by providing an environment that supports well-being and economic development

Culture Mile objectives that will be achieved through the project include:

- Create a Culture Spine
- Take the Inside Out
- Discover and Explore

The project will fulfil the following aims in the City's Corporate Plan:  
1c, 3b, 9d, 10c, 11a

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**Definition of need:**

The project respond to several major transformations in the area as follows:

- The City's Transport Strategy has set out the Barbican and Smithfield Area as a site for a 'Healthy Streets Plan'. This plan will identify functional changes to the street/road network to accommodate the anticipated transformation of the area.
- The project is also a crucial part of the development of Culture Mile and will deliver large parts of the Look and Feel Strategy implementation.
- The project is within the emerging Smithfield & Barbican Key Area of Change (Policy S23) in the emerging City Plan 2036.
- It is proposed that the Museum of London will move into a new site in Smithfield, which currently has poor public realm, a propensity of hard landscape, traffic-dominated streets and provides little in the way of welcome to the area. The project is needed to transform the area into one that is fitting for a major new museum. The whole public realm around the full market site – including the buildings being developed by the Museum and those considered by the Markets Co-location Programme – will necessarily need to change to reflect the new uses of the buildings. By aiming to deliver designs for the public realm in the West Smithfield area, this project will provide the framework for these future changes.
- The City has also established a programme to consider the future of Smithfield Market in a new consolidated site along with the City's other wholesale markets. A Markets Co-location Programme (MCP) has been initiated to develop suitable options. The relocation of the Wholesale Meat and Poultry Market to a different site would create the opportunity to redevelop the current market site for a different use, and any relocation would have a huge impact on the area of Smithfield, including its public realm.
- The City has approved a Climate Action Strategy. The Smithfield public realm project an opportunity for local climate action and has as a project objective: 'The public realm is designed to be a leading exemplar for sustainable design'. This will be undertaken through additional new greening and planting; use of circular economy principles; and introduction where possible of Sustainable Urban Drainage (SUDs).

**Risk**

The relevant references in the Corporate Risk Register that relate to this project are:

CR21 Air Quality, CR20 Road Safety

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**Key measures of success:**  
*NB - KPIs will be finalised on receipt of the appropriate Baseline information. Research to provide this information is ongoing.*

1) Increased high-quality Public realm – materials, space, accessibility, historic interpretation elements
2) Increased quantity of greenery in the area; improved flood risk mitigation measures
3) Improved air quality
4) Reduction in vehicle movement in line with aims of the transport strategy; improved road safety
5) Number of visitors increases

**[3] Highlights**

**Finance:**  
**Total anticipated cost to deliver [£]:**£12m  
**Total potential project liability (cost) [£]:** n/a  
**Total anticipated on-going commitment post-delivery [£]:** Maintenance costs tbc.  
**Programme Affiliation [£]:** Culture Mile Programme

<b>[A] Budget Approved to Date*</b>	<b>[B] New Financial Requests</b>	<b>[C] New Budget Total (Post approval)</b>
£715,000 Of £12m total	£565,014	£1,280,014 Of £12m total
<b>[D] Previous Total Estimated Cost of Project</b>	<b>[E] New Total Estimated Cost of Project</b>	<b>[F] Variance in Total Estimated Cost of Project (since last report)</b>
An estimated total cost of the project was given as £12m during the latest Issue Report	<b>£12m</b>	n/a
<b>[G] Spend to Date</b>	<b>[H] Anticipated future budget requests</b>	
£580,014	£10,719,986	

**Headline Financial changes:**  
**Since ‘Project Proposal’ (G2) report:**  
 ◀▶  
 £90,000 approved at Gateway 1/2. A further £625,000 was requested via an Issue Report to progress to Gateway 3.  
**Since ‘Options Appraisal and Design’ (G3-4) report:**  
 n/a  
**Since ‘Authority to start Work’ (G5) report:**  
 n/a

**Project Status:**  
**Overall RAG rating:** Green  
**Previous RAG rating:** n/a

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#### **[4] Member Decisions and Delegated Authority**

#### **[5] Narrative and change**

##### **Date and type of last report:**

Issue Report in July 2019

##### **Key headline updates and change since last report.**

- an OJEU procurement process was undertaken to appoint a consultant design team for the public realm. This concluded in December 2019 and the team commenced work in January 2020.
- an extensive baseline report has been produced including: extensive transport surveys and analysis; topographic and radar surveys; land use surveys; collating heritage and conservation information; public realm, greening and public art information; visitor surveys, events and engagement data.
- transport studies have been used as the basis for a proposed transport phasing. These proposals are subject to testing, modelling and engagement which will be undertaken in future stages of the project.
- stakeholder engagement has been undertaken throughout the design process to enable the consultant team to understand key opportunities and constraints. In particular, a series of 'interfaces' workshops and discussions between the public realm design team, the Museum of London design team and the Markets Co-location Programme (MCP) design team have taken place to ensure that these projects are aligned.
- Concept design as been developed, which includes interventions that range from new greening and planted garden areas; new civic spaces; a lighting strategy; new informal cultural and performance spaces; new bridge connections into the Rotunda Garden; and a 'Healthy Streets' approach to key streets in the area.
- The Planning and Transportation Committee resolved to grant planning permission to the Museum of London planning application in June 2020 subject to the prior completion of a s106 agreement. The Smithfield public realm team will be working with the Museum and planning colleagues to formalise a S278 agreement and set out how the public realm around the proposed Museum can be delivered to meet the objectives in the public realm concept design.
- The MCP has continued and there is now an architectural concept design in place that imagines a future for the Smithfield Meat Market buildings. The public realm project has contributed to this process through providing public realm design and transport options.

##### **Headline Scope/Design changes, reasons why, impact of change:**

###### **Since 'Project Proposal' (G2) report:**

Extension of scope to include the full West Smithfield area for concept design.

###### **Since 'Options Appraisal and Design' (G3-4 report):**

n/a

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<p><b>Since 'Authority to Start Work' (G5) report:</b> n/a</p>		
<p><b><u>Timetable and Milestones:</u></b>  <b>Expected timeframe for the project delivery:</b> Area 1 complete by 2024; Area 2 complete by 2028</p>		
<p><b><u>Milestones:</u></b></p>		
1) Governance set up and agreed (May 2019)		
2) Project objectives and scope agreed through initial stakeholder engagement (May 2019)		
3) Relevant surveys undertaken to inform setting KPIs (September 2019)		
4) Research and Baseline report completed, including traffic surveys (September 2019)		
5) Procurement of consultants for concept design and developed design stages for the public realm (June – December 2019)		
6) Procurement of consultants/ services for transportation surveys to support the Healthy Streets (HSP) work (June – July 2019)		
7) Completion of the concept design (October 2020)		
8) Gateway 3 report and stakeholder engagement (December 2020)		
9) Developed design for the public realm for Area 1 and subsequent Gateway 4 approval (October 2021)		
10) Technical Design (construction package) for Area 1 and Gateway 5 approval (July 2022)		
11) Construction begins (end of 2022)		
12) Post construction, Gateway 6 report, and monitoring (through 2024/25)		
<p><b>Are we on track for this stage of the project against the plan/major milestones?</b> yes</p>		
<p><b>Are we on track for completing the project against the expected timeframe for project delivery?</b> yes</p>		
<p><b><u>Risks and Issues</u></b></p>		
<p><b>Top 3 risks:</b></p>		
Risk 1: Funding	Description	The sources of project funding and the release of funds is not agreed in time to progress the project
	Mitigation	Project funding confirmed via committee reports in good time.
Risk 2: Partnership/ Timing	Description	There are many different project dependencies and elements to be phased. There is a risk that these elements may not be complete in a time that is appropriate for the dependencies e.g. the Museum of London opening. There is a risk that the public realm project may have to be updated if the dependency projects are cancelled
	Mitigation	Commission key work, e.g. transportation studies and concept design, in a timely manner

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		<i>Close working with dependency project teams to understand programmes and risks relating to their work</i>
<i>Risk 3: Complexity/ Partnerships</i>	<i>Description</i>	<i>Decision-making processes delayed due to the complexity of the project</i>
	<i>Mitigation</i>	<i>Set up robust governance for the project and a clear communications strategy</i>
<i>Risk 4: Reputation/ Objections</i>	<i>Description</i>	<i>The project may recommend changes which may create some opposition from groups (i.e. measures to reduce traffic that include road closures).</i>
	<i>Mitigation</i>	<i>Stakeholder engagement will be thorough to understand where this risk may occur and plan accordingly; and key messages setting out the rationale for change will be drafted.</i>
<i>Risk 5: Scope (Environmental)</i>	<i>Description</i>	<i>The scope of the project is scaled back, which would mean that the project does not deliver the impact required to meet the goals in the Transport Strategy and the Climate Action Strategy, nor the ambitions of Culture Mile.</i>
	<i>Mitigation</i>	<i>Public Realm consultants are preparing design options that meet the ambitious scope of the project</i>

*See 'risk register template' for full explanation.*

**Top 3 issues realised**

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
n/a		

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

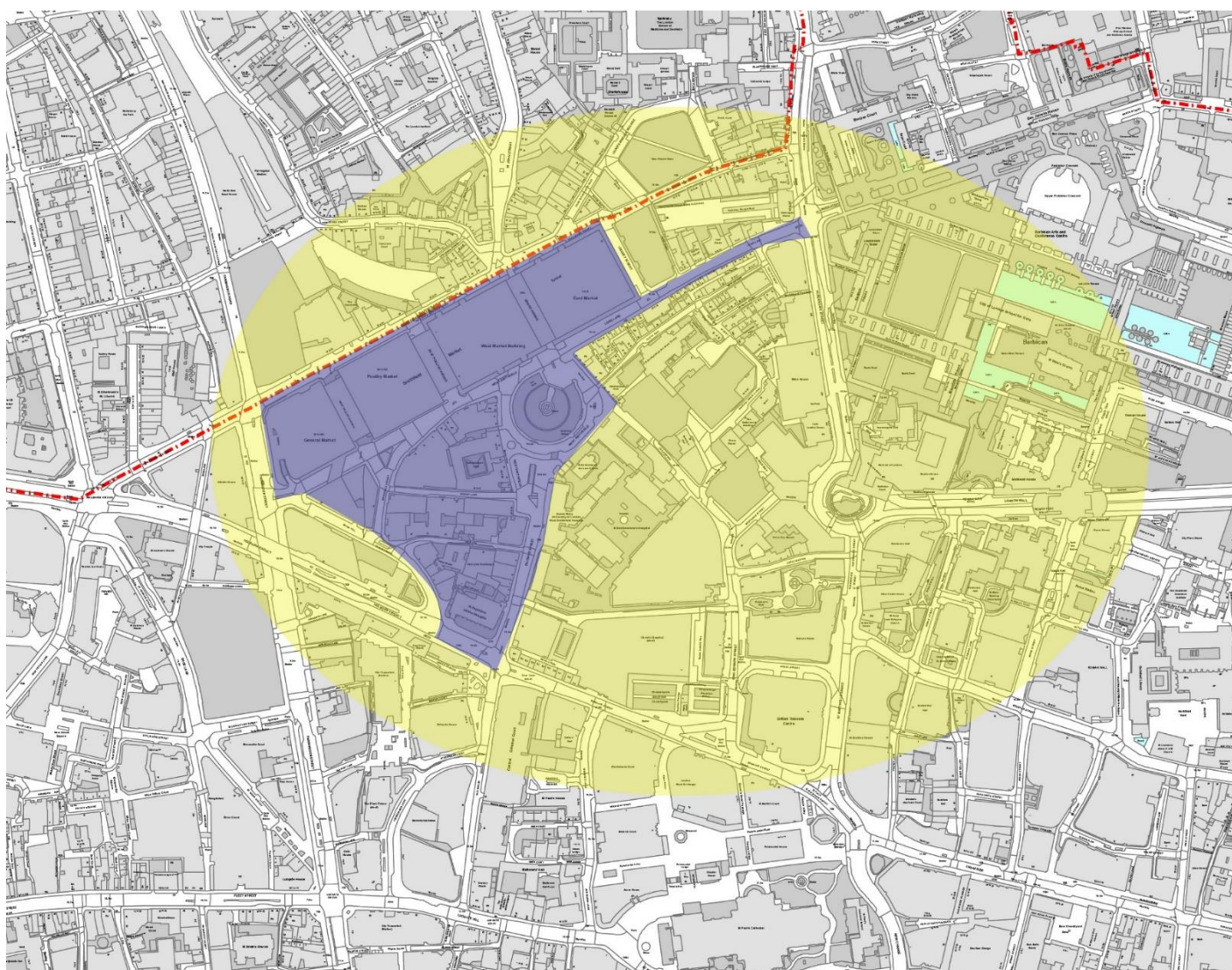
Yes- the wider Museum of London project, the MCP, and Culture Mile initiatives are generating public interest and have media/ comms strategies in place.



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## **Appendix 2: Plans of the area**

### **A: Project Area**



**Fig 1. Public Realm Project Area**

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## B: Implementation Phasing by Area:

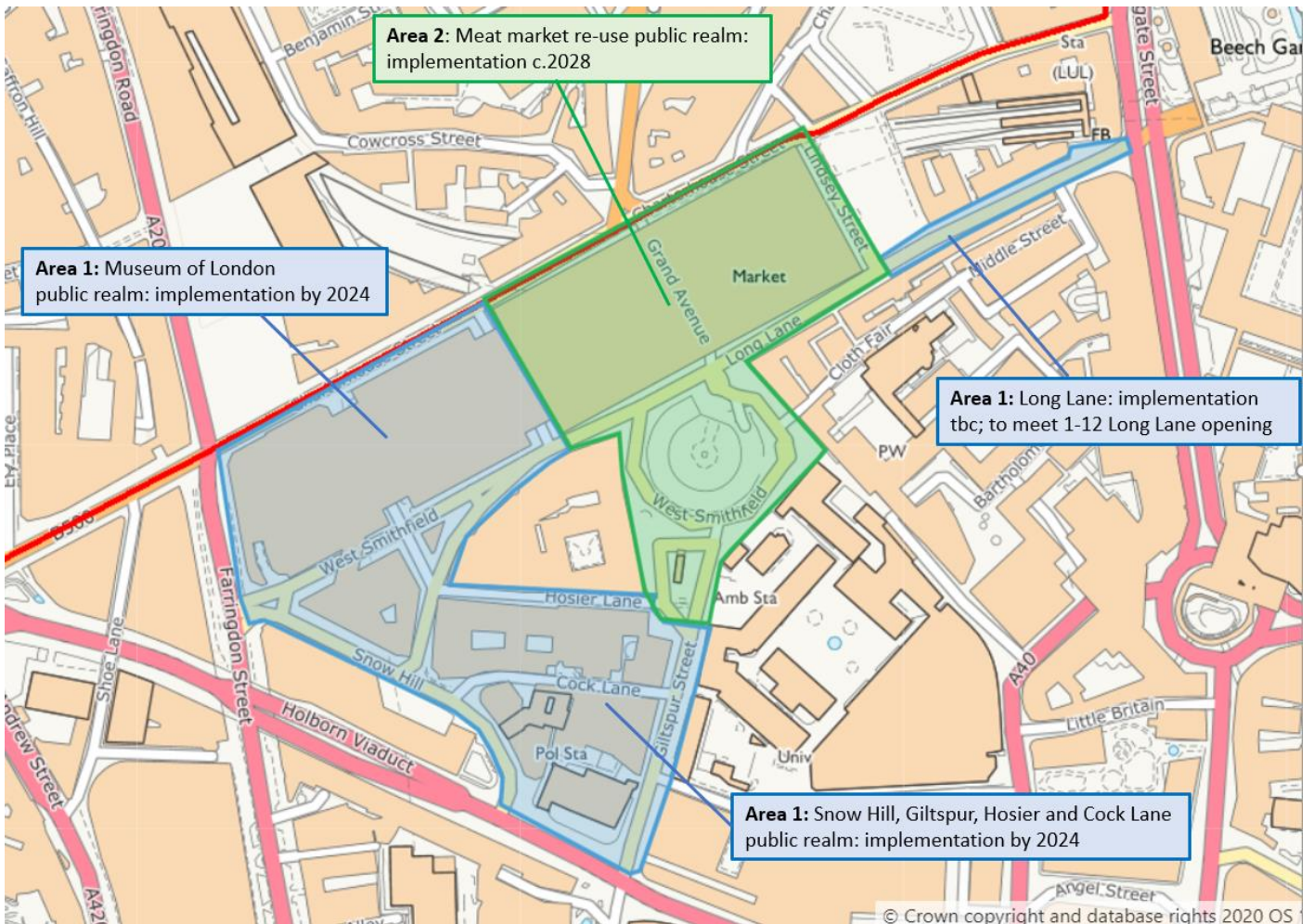


Fig 2. Proposed Implementation Areas and Dates