

<p><b>Committees:</b>  Open Spaces Committee - For decision  Streets and Walkways Sub Committee – For decision  Projects Sub Committee– For decision</p>	<p><b>Dates:</b>  27 April 2021  29 April 2021  17 May 2021</p>
<p><b>Subject:</b>  City Cluster Area – Wellbeing and Climate Change Resilience Programme Implementation (2021-2024)  Unique Project Identifier:  City Cluster Vision Phase one – 12072</p>	<p><b>Gateway 4:  Detailed Options Appraisal (Regular)</b></p>
<p><b>Report of:</b>  Director of the Built Environment  <b>Report Author:</b>  Maria Herrera – City Public Realm</p>	<p><b>For Decision</b></p>
<p><b>PUBLIC</b></p>	

<p><b>1. Status update</b></p>	<p><b>Project Description:</b> The implementation of the City Cluster area delivery plan is divided between three programmes focused on 1) pedestrian priority and traffic reduction, 2) well-being and climate change resilience and, 3) activation and engagement. Each programme will deliver complementary improvements, in response to the highest priorities in the area, and are being developed in close collaboration with local stakeholders.</p> <p>This report sets out the details for an outline proposal of <b>Programme 2 – Well-being &amp; Climate Change</b>, which is proposed to be taken forward to the next Gateway (5)</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Low</p> <p><b>Total Estimated Cost of Projects (excluding risk):</b> £1.4m-£1.5m for the implementation of the programme over the next 3 years.</p> <p><b>Change in Total Estimated Cost (excluding risk):</b> £765-850k reported in July 2020 at Gateway 3. The cost range is proposed to be increased in response to:</p> <ul style="list-style-type: none"> <li>• The need to accelerate the delivery of improvements, in line with stakeholder needs and funding opportunities, and in order to meet the objectives of the Recovery Task Force;</li> <li>• The need to take account of increased maintenance budgets;</li> <li>• The introduction of additional climate resilience measures and pilot projects (including monitoring), as part of the</li> </ul>
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	<p>emerging Cool Streets and Greening programme. Along with working with specialist consultants on this matter.</p> <p><b>Spend to Date:</b> £57,108 (fees and staff costs)</p> <p><b>Funding source:</b> Section 106 contributions, Cool Streets and Greening programme (subject to approval), TfL, and external contributions, including S278 and bids for CIL Neighbourhood funds.</p> <p><b>Costed Risk Provision Utilised:</b> NA</p> <p><b>Slippage:</b> NA</p>
<p><b>2. Next steps and requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 5</p> <p>Projects within the programme will be reported individually at Gateway 5 in line with regular reporting processes.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Continue engagement with stakeholders and occupiers to finalise designs.</li> <li>• Commission any additional surveys, design work or trial holes as required.</li> <li>• Produce detailed cost estimates and finalise funding sources with the Chamberlain for inclusion in Gateway 5 reports.</li> <li>• Submit Gateway 5 reports for individual projects.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the estimated implementation budget is a minimum of £1.447m based on current estimates for the projects outlined in this report.</li> <li>2. Note that the estimated implementation budget will be further increased by external sponsorship with the exact amount to be confirmed at Gateway 5.</li> <li>3. That the 7 projects listed in the Options Appraisal table are approved to be taken forward to Gateway 5, at which point individual project reports will be submitted for approval, in line with the project procedure.</li> <li>4. That £90,000 from the Pinnacle and Mitre Square Section 106 agreements is approved for the programme budget to continue the development of the 7 projects to Gateway 5.</li> <li>5. To note that further projects listed in Appendix 1, may be developed in future years, subject to funding being confirmed.</li> <li>6. That within the overall programme budget, funds can be moved between the 7 individual projects and between staff costs, fees and works to maintain pace of delivery and maximum efficiency of the process.</li> </ol>

**3. Resource requirements to reach next Gateway**

**Table 1:** Budget required for *Programme 2 – Wellbeing and Climate Resilience* to reach Gateway 5, to reach the next gateway approval.

Description	Resources required to reach next Gateway (£)
Highways Staff Costs	15,000
P&T Staff Costs	35,000
Open Spaces Staff Costs	10,000
Fees and surveys (including detailed design, ground investigations and trial holes)	30,000
<b>TOTAL</b>	<b>90,000</b>

Detailed funding tables are included in Appendix 3.

**Costed Risk Provision requested for this Gateway:** No risk provision is required at this stage.

**4. Overview of project options**

The Well-being and Climate Resilience programme objectives (agreed at Gateway 3) are as follows:

- 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 Programme 3 - Activation and Engagement.
- Deliver sustainable urban drainage systems (Suds) in line with the emerging Climate Action strategy.

Delivery of these objectives will be framed around the following themes:

Theme (See appendix 1 and 2)	Projects (2021-2024)*
Improvements to existing public spaces	1. St Helens Churchyard

	<p>2. St Andrews Undershaft Churchyard</p> <p>3. Jubilee Gardens</p>
Green Streets	<p>4. Creechurch Lane - Stoney Lane</p> <p>5. Philpot Lane – Rood Lane</p> <p>Interim greening measures in the short and medium term, due to restrictions imposed by development activity, with designs to be progressed for long-term changes in future years.</p>
Climate change resilience measures	<p>6. Bevis Marks and Houndsditch Suds pilot projects</p> <p>7. Tree planting across the area</p>
<p>* Other projects will be brought forward as part of further phases of the programme and as additional opportunities are identified through the Cool Streets and Greening programme and other relevant Corporate Strategies and programmes.</p>	

This programme delivers on the activities identified in the Recovery Task Force and will focus on the following headline workstream:

*Outstanding environments* (i.e. workspaces, environment, infrastructure)

*Activities:*

- Providing high quality gardens and public spaces
- Enabling unique opportunities to exercise
- Introducing climate resilience measures into the City's streets and spaces
- Ensuring streets, gardens and public spaces are clean, safe and well maintained
- Ensuring the Square Mile's streets accessible to all
- Creating the best urban walking experience

**Project Options:**

The programme proposals will provide a welcoming and pleasant environment to support the recovery of the area, following the impacts of the pandemic. The improvement of public spaces and introduction of green infrastructure to deliver an attractive and inclusive environment, in line with the

	<p>objectives of the City Cluster Vision, the Climate Action Strategy and the City’s Recovery Taskforce.</p> <p>A single option is proposed to take forward a series of seven small/medium scale projects over the next three years which have been developed with stakeholders and in response to the City Cluster Vision, Transport Strategy and Climate Action Strategy. Details of these projects are set out in the options appraisal table and appendix.</p>
<p><b>5. Recommendations</b></p>	<p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the estimated implementation budget is a minimum of £1.447m based on current estimates for the projects outlined in this report.</li> <li>2. Note that the estimated implementation budget will be further increased by external sponsorship with the exact amount to be confirmed at Gateway 5.</li> <li>3. That the 7 projects listed in the Options Appraisal table are approved to be taken forward to Gateway 5, at which point individual project reports will be submitted for approval, in line with the project procedure.</li> <li>4. That £90,000 from the Pinnacle and Mitre Square Section 106 agreements is approved for the programme budget to continue the development of the 7 projects to Gateway 5.</li> <li>5. To note that further projects listed in Appendix 1, may be developed in future years, subject to funding being confirmed.</li> <li>6. That within the overall programme budget, funds can be moved between the 7 individual projects and between staff costs, fees and works to maintain pace of delivery and maximum efficiency of the process.</li> </ol>
<p><b>6. Risk</b></p>	<p>The risks associated with developing the programme up to Gateway 5 are low. Projects within this programme are being developed in collaboration with local stakeholders, the Open Spaces department and DBE officers.</p> <p>Subsequent development of projects will be reported via separate Gateway 5 reports to ensure risks are adequately accounted for.</p> <p><b>Costed Risk Provision Utilised at Last Gateway:</b> None requested at previous gateway report.</p> <p><b>Change in Costed Risk:</b> NA</p>

	<p><b>Costed Risk requested:</b> NA Further information is available in the options appraisal matrix.</p>
<p><b>7. Procurement strategy</b></p>	<p>Management and coordination of the programme will be undertaken by City Public Realm and Open Spaces officers, in consultation with Highways and City Transportation divisions.</p> <p>Stages of the design work will be undertaken in-house by officers and external consultants will be brought in as required to provide specialist services.</p> <p>To date, specialists' consultants have been appointed for the development of the Sustainable urban drainage schemes and design work for the improvement of existing public spaces. Construction works are to be implemented by the City's term contractor (currently JB Riney), working in collaboration with Open Spaces for the delivery of the soft landscaping elements.</p> <p>Appointment of external consultants will be carried out in line with the City's procurement guidelines for capital projects.</p>

### **Appendices**

<b>Appendix 1</b>	Programme scope
<b>Appendix 2</b>	Visuals and maps
<b>Appendix 3</b>	Funding strategy

### **Contact**

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## Options Appraisal Matrix

<b>Option Summary</b>	<b>Option 1</b>
<p><b>1. Brief description of option</b></p>	<p><i>Programme 2 - Wellbeing and Climate Change Resilience Programme</i> is focused on the creation of a greener more welcoming environment, increased climate change mitigation measures and supporting the return of workers and visitors, by contributing towards an improved pedestrian experience and wellbeing.</p> <p>The programme has been developed in collaboration with the Open Spaces department and DBE officers, along with local Church representatives, stakeholders and the EC Partnership.</p> <p>The recommended option is to continue the development of projects under this programme to ensure there is a coherent strategy for delivery and project dependencies are managed efficiently. The scope range includes small scale green interventions, as well as medium sized public space enhancements, which are inter-related and share stakeholder interests. This option recommends the following projects to be progressed and reported individually at Gateway 5 to obtain authority to start work.</p> <p>Improvements to existing public spaces:</p> <ol style="list-style-type: none"> <li>1. St Helen's Bishopsgate churchyard:</li> <li>2. St Andrew Undershaft churchyard</li> <li>3. Jubilee Gardens</li> </ol> <p>Green streets:</p> <ol style="list-style-type: none"> <li>4. Creechurch Lane - Stoney Lane (interim greening measures in the short-term)</li> <li>5. Philpot Lane - Rood Lane (interim greening measures in the short-term)</li> </ol> <p>Climate Change Resilience measures</p> <ol style="list-style-type: none"> <li>6. Bevis Marks and Houndsditch; Pilot Sustainable urban drainage (Suds) schemes</li> <li>7. Area wide tree planting</li> </ol> <p>For a detailed description of the above projects and visuals, refer to Appendix 1 and 2.</p>

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<b>2. Scope and exclusions</b>	<p>The focus of the programme is on areas of public highway, open spaces and churchyards, as they form part of the network of public spaces within the City Cluster. Opportunities have also been discussed with the EC Partnership for the review of areas which are publicly accessible private land, and which could be considered as sites to accommodate an increase provision of green infrastructure as part of future projects to be developed separately.</p> <p>Estimated cost ranges have been provided to account for detailed design, implementation, and on-going maintenance and monitoring of project, in particular for the climate resilience elements. If further external funding opportunities are confirmed, the scope of the programme could increase to include other potential improvements.</p>								
<b>Project Planning</b>									
<b>3. Programme and key dates</b>	<p>Programme to be developed and implemented over a period of 3 years.</p> <p>Individual projects will be taken forward as work is developed and separate programmes will be prepared in consultation with stakeholders.</p>								
<b>4. Risk implications</b>	<p>Overall project option risk: Low</p> <table border="1" data-bbox="562 975 1998 1348"> <thead> <tr> <th data-bbox="562 975 864 1018">Risk</th> <th data-bbox="864 975 1301 1018">Description</th> <th data-bbox="1301 975 1998 1018">Response</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 1018 864 1348"> Funding from some proposed sources is not yet confirmed. </td> <td data-bbox="864 1018 1301 1348"> TfL funding (Liveable Neighbourhood grant) is yet to be determined.   Final details of external contributions and CIL neighbourhood fund bids are still to be confirmed. </td> <td data-bbox="1301 1018 1998 1348"> Section 106 contributions have been secured to cover the full costs of the projects (up to £1.5m). However, the preferred funding strategy proposes using a mix of funds in order to best manage the resources available and achieve optimum value for money.   Officers will work closely with external funders and the Chamberlains Dept in order to put </td> </tr> </tbody> </table>			Risk	Description	Response	Funding from some proposed sources is not yet confirmed.	TfL funding (Liveable Neighbourhood grant) is yet to be determined.  Final details of external contributions and CIL neighbourhood fund bids are still to be confirmed.	Section 106 contributions have been secured to cover the full costs of the projects (up to £1.5m). However, the preferred funding strategy proposes using a mix of funds in order to best manage the resources available and achieve optimum value for money.  Officers will work closely with external funders and the Chamberlains Dept in order to put
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		Funding from Cool Streets and Greening programme, is subject to approval.	together the final funding strategy for individual projects ahead of Gateway 5.
	Underground conditions impact on project scope and cost.	Due to existing underground conditions, greening interventions may need to be adapted in certain locations.	<p>Projects within churchyards will require careful excavation and archaeology investigations. Surveys will be commissioned, and specialist consultants will be brought on board to provide advice on this matter.</p> <p>Tree planting and Suds: Underground utilities present a challenge; however a number of design options are being explored to achieve climate resilience measures. Officers will carry out surveys and explore innovative design options for the provision of greenery and liaison with the Highways Division and Department of Open Spaces.</p>
	Increased maintenance costs lead to overall increase in cost estimates	There are pressures on existing maintenance budgets and a likelihood that maintenance costs may increase in the near future.	Any increased maintenance costs (planting, paving, cleansing and infrastructure) will need to be reflected in project budgets at GW5, along with monitoring costs for climate resilience measures.
	Construction sites in the area impact programme	On-going development construction in the area has the potential to affect or delay the delivery of projects.	The programme includes interim solutions where there is a known development related delay. This can bring much needed positive change, whilst remaining flexible to allow for the redevelopment of sites to continue.

<b>Option Summary</b>	<b>Option 1</b>		
	<p><u>Covid-19 risks:</u></p> <p>Delivery plan requires changes</p> <p>Implementation of projects is delayed</p>	<p>The development of the programme may need to be further adapted as a result of the unknown nature of the City's reopening and recovery.</p>	<p>The programme has been developed with the City's recovery in mind and there is scope for adapting the delivery to ensure projects comply with any new guidelines and response strategy.</p>
<p><b>5. Stakeholders and consultees</b></p>	<p>The programme is to be developed in close consultation with local stakeholder groups, religious institutions and City officers from DBE and Open Spaces. The 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><b>6. Benefits of option</b></p>	<ol style="list-style-type: none"> <li>1. Deliver attractive and inclusive spaces for people to enjoy.</li> <li>2. Increase the amount of greenery and provide spaces for safe social distancing as per the Covid-19 response strategy.</li> <li>3. Provide a high-quality environment to meet the demands and predicted changing patterns in working population.</li> <li>4. Introduce measures to help mitigate the impacts of climate change and wind, and to improve air quality. Improve thermal comfort in the area.</li> <li>5. Contribute to the well-being of local users by offering outdoor spaces to rest, work and spend time in.</li> </ol>		
<p><b>7. Disbenefits of option</b></p>	<p>At this stage there are no disbenefits of progressing with this programme, it forms part of the approved City Cluster Programme of works and is in line with the desired outcomes of the City Cluster Vision, Transport Strategy and City's Climate Action Strategy.</p>		

<b>Option Summary</b>	<b>Option 1</b>
<b>Resource Implications</b>	
<b>8. Total estimated cost</b>	<p>Estimated cost (excluding risk): £1.4- £1.5 m for the implementation of the first 3 years of the programme including post-Gateway 5 design, implementation, maintenance and monitoring stages.</p> <p>It is noted that the estimated implementation budget is a minimum of £1.447m based on current estimates for the projects outlined in this report. The total cost of the programme could increase if additional funds are secured to deliver further enhancements with the exact amount to be confirmed at Gateway 5.</p>
<b>9. Funding strategy</b>	<p>This programme is proposed to be funded by:</p> <ul style="list-style-type: none"> <li>• Existing area-specific Section 106 contributions (primary funding source).</li> <li>• CIL neighbourhood funding bids, to be submitted by stakeholders.</li> <li>• External contributions including S278 contributions.</li> <li>• TfL funding (yet to be determined).</li> <li>• The emerging Cool Streets and Greening programme (OSPR funded, subject to approval).</li> </ul> <p>The projects within this workstream have different funding strategies, and therefore are proposed to be reported individually at the next gateway. Other funding sources will continue to be investigated and reported to Members as appropriate. This includes the opportunity to attract additional external funds for further improvements.</p> <p>The forthcoming Gateway 5 reports will set out detailed cost estimates and funding sources, alongside construction programmes.</p>

<b>Option Summary</b>	<b>Option 1</b>
<b>10. Investment appraisal</b>	<i>NA</i>
<b>11. Estimated capital value/return</b>	<i>NA</i>
<b>12. Ongoing revenue implications</b>	Most of the spaces under consideration are already being maintained by the City. There is a risk that maintenance costs could increase in the coming years and any new green infrastructure will include a maintenance provision within the cost estimate. Where maintenance agreements are required, these will be established ahead of implementation.
<b>13. Affordability</b>	<p>Details of the funding strategy are set out above and in Appendix 3.</p> <p>S106 receipts are the primary funding source and are in place to meet the full costs with other funding sources, including external sources, to be investigated in detail in consultation with the Chamberlains Department.</p>
<b>14. Legal implications</b>	Agreements are required with the Church to implement the works to the Churchyards
<b>15. Corporate property implications</b>	<i>None</i>
<b>16. Traffic implications</b>	<p>Some of the temporary interventions on streets such as Creechurch Lane and Philpot Lane, and longer-term projects such as Leadenhall Street, Camomile Street and Houndsditch, will require alterations to carriageway space, parking and loading provision and will also be subject to road safety audits.</p> <p>These interventions will build upon the Covid-19 recovery measures that are already in place and support the delivery of the Transport Strategy aims in the City Cluster.</p>

<b>Option Summary</b>	<b>Option 1</b>
<b>17. Sustainability and energy implications</b>	<ul style="list-style-type: none"> <li>• The projects will enhance the local carbon absorption capacity and improve air quality within the City Cluster.</li> <li>• Suds schemes will reduce stress on the City drainage network and increase biodiversity.</li> <li>• Programme objectives are in line with the emerging City Climate Action Strategy and Biodiversity Action Plan.</li> <li>• Planting species will be selected to reduce maintenance requirements and support biodiversity.</li> <li>• Works to churchyards will take into account the possible re-use of materials; and new materials will be in line with the City's Public Realm Technical Manual.</li> </ul>
<b>18. IS implications</b>	<i>NA</i>
<b>19. Equality Impact Assessment</b>	<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. The improvements will deliver benefits for visitors as well as workers, and will facilitate safe social interaction, and improve physical and mental health.</p> <p>The design and management of the public space improvements will look to reduce or eliminate opportunities for antisocial behaviour and ensure that spaces feel safe and welcoming for all.</p> <p>Each project will have an individual Equality impact assessment carried out.</p>
<b>20. Data Protection Impact Assessment</b>	<i>NA</i>
<b>21. Recommendation</b>	Recommended