

Aldgate – Highway Changes and Public Realm

Project Board: Terms of Reference

The Role of the Project Board

The project board (PB) meets every two months and is responsible for advising the project team on:

- defining the measureable desired outcomes of the project,
- the programme,
- any mitigating actions if the project goes off of programme,
- the appropriateness of the budget (and advising Members the PB view that the best use is being made of possible funding streams),
- whether the appropriate resources are available as appropriate,
- strategic decisions that decides the overall direction and management of the project and advising Members of this, and
- the extent of scope that is advisable to recommend to Members – mindful of funding constraints and desired outcomes.

The Agreed Project (Desired Outcomes (Draft))

The agreed project that this board is working to is defined by the following desired outcomes and tolerances:

1. Economic and social regeneration through transformational change (MTS “To support economic development and population growth.”, LIP 2011.8) – success measured through an increase in implementation of redevelopments and refurbishment consents within the next seven years compared to the ten years prior to 2009 (Lehman Brothers filed for bankruptcy in September 2008).
2. Replace the one-way system with a two-way system, closing Houndsditch between Aldgate High Street and St Botolph Street to create a public open space. (LDF CS8)
3. Reduce road dangers and casualties (LIP 2011.3) – success measured via...
 - Option a) Proportion of casualties in Aldgate to that of the City for a three year period before and three year period after. (information is collected at no extra cost to project)
 - Option b) Proportion of casualties now to mix/number of road users at Aldgate to that after the project completion, over a corresponding three year period. (information would cost a days traffic counts + ped counts for a day a year for three years at a cost to the project)
4. Provide an inclusive environment for the movement of local pedestrians and cyclists through the area (LIP 2011.5, LIP 2011.4) – success measured through a repeatable street perception survey of pedestrians and online survey for cyclists.
5. Provide a more comfortable environment for cyclists – success measured by online perception surveys before, repeated to the same cyclists after the scheme. (this is angled towards measuring the behaviour of vehicle and cyclist as the interaction is as much an issue than just a cycling experience)(LIP 2011.3)

6. Improve links through the area for interchanging commuters and visitors. (LIP 2011.5) – success measured through a perception survey.
7. Strive for TLRN general traffic capacity neutral for peak hour during weekdays (any deviation from capacity neutral would need to be considered by TfL's Network Management Group (NMG) in relation to benefits to other local road users – it is not a given that this will be acceptable) (LIP 2011.6) – success measured through before and after journey times (over-ridden by NMG's decision if applicable):
 - From the stop line of Goodman's Yard at the junction with Mansell Street northbound to the eastbound stop line of Whitechapel High Street at the junction with Commercial Street.
 - From the stop line westbound on Whitechapel High Street at the junction of Commercial Road to the westbound stop line of Aldgate High Street at the junction with Leadenhall Street.
 - From the stop line westbound on Whitechapel High Street at the junction of Commercial Road to the westbound stop line of Camomile Street at the junction with Bishopsgate.
8. Journey time reliability is important to bus passengers and general traffic alike. Journey times can be measured for bus routes before and after, through the project area.
9. Balance bus benefits and costs across the routes, considering journey times, frequencies and improved ability to navigate the bus system (LIP 2011.8, LIP 2011.5)– success measured by total cost saving/loss due to changes in bus route lengths, perception surveys regarding ease of navigation between bus stops and maintaining bus frequencies.
10. Provide a balance between Strategic (TLRN and SRN) traffic and Local (Distributor streets, cyclists and pedestrian) movements (LIP 2011.4, LIP 2011.5, LIP 2011.6, LIP 2011.8) – success measured by factors 6 and 7 being met while also having success with factors 3, 4 and 5.
11. Improve the public realm, enhancing the environment, to both provide places to spend time and improve the air quality, bio-diversity and sustainability of the area (LIP 2011.1, LIP 2011.4, LIP 2011.8) – success measured by air quality before and after modelling, sustainability infrastructure included in the scheme, a positive qualitative review by Environmental Officers from all three Highway Authorities in regards to bio-diversity and via a street perception survey.
12. Improvement of walking routes for local residents, which may differ from commuters and workers linking to public transport – success measured via a resident perception survey.
13. Removal and reuse of the pedestrian subway network – options to include removal, facility leased to utilities awaiting their further investment to link certain subways for a pipe subway network, SUDs, storage of Local Authority maintenance equipment, and a cycle parking facility – success measured by removal of existing access point obstructions on surface, cost/benefit analysis, mitigated cost and scope creep to the scheme.
14. Introduce play, green space, public art and cultural event space as requested by the local Community during the Area Strategy consultation.
15. Design spaces with reference to the City's Rough Sleeper Strategy.

16. Improve user's perception of safety – monitored through the before and after perception surveys, undertaken for various road users.

Remit of Project Board Members

The project board members will:

- commit to progressing the agreed project;
- agree that everyone that is here needs to be here to keep the project moving;
- attend project board meetings;
- acknowledge that there is a considerable challenge to deliver the project because of the requirement to maintain or improve traffic journey times;
- represent their respective organisation, having authority vested in them to make decisions for the organisation (not including Gateway Sign-off or TMAN Scheme/Works Approvals);
- be kept informed and consulted on all matters of a substantive nature, e.g. where the project desired outcomes, cost or programme is likely to be affected, and be given the opportunity to advise and comment as necessary;
- manage resource availability to ensure the agreed project progresses to the agreed programme; and
- endeavour to ensure the project does not fall behind programme and is kept within budget.

The Chairman of the project board will:

- Coordinate the group and chair project board meetings; and
- Keep the group focussed.

Project Board Members

Member	Role at the Project Board
Iain Simmons	Chairman of the project board Project Director To represent CoL Highway Authority and ensure project is progressing smoothly corporately.
Victor Callister	Assistant Director Environmental Enhancement To ensure improvement of and the finish of the public realm meets City of London standards.
Scott Lester	TfL Borough Projects and Programmes To represent TfL funding along with liaison with other TfL sections not represented on the board, such as Group Property, Capital Development Team and Roads.
Ian Hughes	Assistant Highways Director To represent CoL Highways Team undertaking detailed design and construction management.
Neal Hounsell	Community & Children's Service To represent the needs of the residential community and CoL.
Esther Sumner	CoL Town Clerk's Officer To ensure that CoL policy is being complied with and facilitate the project through the Gateways system.

Member	Role at the Project Board
Simon McGinn	City Property Advisory Team To represent City Surveyor's economic interests in the area and liaise with developers to represent their interests.
Julie Smith	Head of Finance CoL Department of the Built Environment To represent City of London Chamberlains department, identifying appropriate internal funding streams for the project.
Edward Moody	Minerva Ltd Developer To represent Minerva's interests in the area given provision of voluntary S106 payments made for the implementation of the public open space.
Roger Pye	Forward Planning TfL To represent Transport for London's traffic manager role. Manages team processing TMAN Scheme and Works notifications.
Daniel Roche	London Buses TfL To represent the interest of London Buses within the Aldgate Area.
John Cadman	LU Outside Parties Manager TfL To protect LU structures and property interests in the Aldgate Area.
Alan Rickwood	Police Representative To represent the various Police and emergency service interests in the area, namely; City of London Police, City of London Traffic and Environment Zone, British Transport Police and Metropolitan Police.
Elise Boon	LBTH Manager of Improvement Works Group To represent London Borough of Tower Hamlets – Communities, Localities and Culture. Feed back to LBTH Development and Renewal (Mark Hutton).
Sarah Whitehorn	CoL Project Manager To provide information to the project board and action project board's requirements for the progression of the scheme.
Gillian Howard	Communications Manager for the Project CoL
Michelle Newell	Project Communications and Support Officer CoL

Circulation of information

One week prior to the Project Board meetings an information pack will be sent out to board members. It will include:

- Draft agenda for Project Board
- Previous minutes
- A summary presentation of progress made and latest financial updates
- An updated programme
- An updated risk register

The Project Manager will be available for attending Review Group meetings with various organisations in the week leading up to the board meeting to provide further explanation as required.

Meeting minutes with actions will be circulated within a week of Project Board meetings.

Project Board meeting

Project Board meetings will be held at regular intervals, approximately every eight weeks, to update the Project Board members with the latest progress. The meetings will be chaired by Iain Simmons. The proposed meeting dates will relate to decisions that will be required ahead of reporting Gateways and key project milestones.

Levels of tolerance

There is a level of tolerance on the desired outcomes that different Highway Authorities find acceptable without requiring consultation during design.

Validity of the Terms of Reference:

- Every six months (March) the Board will reflect on the ToR; and
- Every twelve months (September) the Board will review the ToR.

Project timetable key dates (at September 2012)

- Preliminary Design (April 2013)
 - November 2012 Agree Landscape Architect Brief for Expressions of Interest (Eols)
 - December 2012 Traffic Base Model signed off by TfL Signals
 - January 2013 Receive and review Landscape Architect Eols (procure Feb 2013)
 - March 2013 Traffic Proposed Model signed off by TfL Signals
- Detailed Design (November 2013)
 - May / June 2013 Public Consultation
 - July 2013 TfL Forward Planning Scheme Approval
- TfL Funding for 2014/2015 Secured (December 2013)
 - September 2013 Submit full TfL Step Two Documentation including business case
- Approval to Build (December 2013)
 - November 2013 Works Approval
 - December 2013 CoL Gateway Five