

## Appendix 1: Project Coversheet

# Project Coversheet

### [1] Ownership

**Unique Project Identifier:** 11956      **Report Date:** 06/06/2024  
**Core Project Name:** West Smithfield Public Realm  
**Programme Affiliation:** City Transport Strategy , Climate Action Strategy, Destination City  
**Project Manager:** Clarisse Tavin  
**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 the Look and Feel Strategy, Healthy Streets Plan, the Climate Action Strategy, and the development of Destination City. 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

The Look and Feel Strategy 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.

**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

**Key measures of success:**

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

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| 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

**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:**

£75,000 was approved to progress some works on salvaging surface material via an Issue Report in December 2021, and £130,000 were further approved in March 2023.

**Since 'Authority to start Work' (G5) report:**

n/a

**Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** n/a

**[4] Member Decisions and Delegated Authority****[5] Narrative and change****Date and type of last report:**

Issue Report in March 2023

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

- A Gateway 3 Issue report was approved in December 2021 and provided an update on the progress made to date, outlined the programme change, and set out the project next steps
- The project has been phased to align with key dependencies projects as follow (see Phasing Plan in Appendix 3):
  - Stage 3.1: Overarching strategies and approaches to develop elements of the Concept Design and to test feasibility

- Stage 3.2: Completed Developed Designs for Area 1 (area around the future Museum of London site)
- Stage 3.3: Completed Developed Designs for Area 2 (area around the future Meat Market site)
- Stage 3.1 is now complete.
- The Museum of London development in West Smithfield resubmitted its application in Autumn 2022. The New Museum of London intends to host opening events in late 2025, with the General Market and West Poultry Avenue open to the public in mid-2026.
- It is anticipated that Stage 3.2 of the public realm project design for Area 1 will commence when the broad scope of the Museum of London S106 agreement (and within this document the outline scope of its associated S278 agreement) is understood.
- Markets Co-location programme: a Bill to Parliament was submitted to Parliament in November 2022. The first private bill seeks approval to move Smithfield and Billingsgate Markets to Dagenham Dock (detailing the proposed new uses of the Grade II\* East and West Market buildings). The impact on the public realm is that project design around the East and West Market Buildings and Rotunda (project Area 2) will commence at a later date, once the potential future functions of the meat market are better understood.

**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

**Since ‘Authority to Start Work’ (G5) report:**

n/a

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** Area 1 implementation to start by 2025/2026; Area 2 implementation to be complete by 2030’s to align with the Meat Market programme.

**Milestones:**

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| 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 (Summer 2023)                             |

- 10) Technical Design (construction package) for Area 1 and Gateway 5 approval (2025)
- 11) Construction begins (2025/2026)
- 12) Post construction, Gateway 6 report, and monitoring (through 2030's)

**Are we on track for this stage of the project against the plan/major milestones?** yes

**Are we on track for completing the project against the expected timeframe for project delivery?** yes

**Risks and Issues**

**Top 3 risks:**

<i>Risk 1: Funding</i>	<i>Description</i>	<i>The sources of project funding and the release of funds is not agreed in time to progress the project</i>
	<i>Mitigation</i>	<i>Project funding confirmed via committee reports in good time.</i>
<i>Risk 2: Partnership/ Timing</i>	<i>Description</i>	<i>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</i>
	<i>Mitigation</i>	<i>Commission key work, e.g. transportation studies and concept design, in a timely manner 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>
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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.