

# PROJECT INITIATION DOCUMENT

(May 2018)

**A12 Acoustic Barrier**  
**Part of the A12 Green Mile Initiative**

## Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1		<i>E.g. Initial draft to IDSG Finance Subcommittee</i>	
0.2		<i>E.g. Second draft to IDSG</i>	
1.0		<i>E.g. Final version</i>	

## Project Initiation Document (PID)

<b>Project Name:</b>	A12 Acoustic Barrier		
<b>Project Start Date:</b>	July 2018	<b>Project End Date:</b>	December 2018
<b>Relevant Heads of Terms:</b>	N/A		
<b>Responsible Directorate:</b>	Place		
<b>Lead Member:</b>	Rachel Blake		
<b>Project Manager:</b>	David Black		
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<b>Ward:</b>	Bromley South		
<b>Delivery Organisation:</b>	London Borough of Tower Hamlets		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Yes		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	Yes		
<b>Supplier of Services:</b>	Poplar HARCA		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's</b>	Yes		

<b>Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	No
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£100,000
<b>S106 Planning Agreement Number(s):</b>	PA/10/01864
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	£0
<b>Total CIL/S106 funding sought through this project</b>	
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Ann Sutcliffe	Acting Corporate Director, Place ( <i>Chair</i> )
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer

Organisation	Name	Title
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Helen Green	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Pat Watson	Head of Building Development
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader
LBTH – Place	Marissa Ryan-Hernandez	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Acting Divisional Director, Property & Major Programmes
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH - Place	Hannah R Murphy	Principal Growth & Infrastructure Planner

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			

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## 1.0 Purpose of the Project Initiation Document

- 1.1 The purpose of this document is to seek funding to support the implementation of the new style acoustic barrier along a section of the A12 Blackwall Tunnel Northern Approach; one of London's most trafficked vehicular routes passing through an increasingly densely populated residential area.
- 1.2 Through the innovative design, implementation, and monitoring of this acoustic barrier, the project aims to test its performance; particularly its ability to mitigate noise, reduce air pollution and to enhance the quality of the environment along this section of the A12.
- 1.3 In essence, the proposal will deliver a template for reducing the abovementioned effects, as well as improving the real and perceived quality of the street edge for pedestrians and cyclists.
- 1.4 The project is a pilot scheme to showcase a new and innovative design, and its potential ability to mitigate noise and air pollution. Following testing and refinement, appropriate versions the barrier can be introduced in selected stretches along the rest of the A12 Road between the Bow Interchange and the northern entrance to the Blackwall Tunnel. These additional lengths of barrier form part of the A12 Green Mile Initiative for which additional funding will be sourced.
- 1.5 Transport for London (TfL) has already committed £67,500 towards the design, implementation and monitoring of this acoustic barrier. Section 106 monies have also been agreed in principle through the LBTH Pocket Park PID (£30,000) to support the acoustic barrier through the greening of the adjacent open space. This, therefore, is matched funding to this application.
- 1.6 This Project Initiation Document (PID) will define the A12 Acoustic Barrier project and bring together the key components needed to progress the project to completion. It also provides for structured project management right from the start and confirms the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
  - Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
  - Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

## 2.0 Section 106/CIL Context

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at *Leamouth Peninsula, Orchard North (City Island)*, *planning reference PA/10/01864*.
- 2.6 The agreement dated 28<sup>th</sup> November 2011 obliged the developer to pay the Council an *'Infrastructure Charge'* per Residential Unit to be *'applied towards the provision of infrastructure in accordance with the corporations Infrastructure Delivery Plan'*, 20<sup>th</sup> June 2007.
- 2.7 This charge is paid in instalments relating to the implementation and completion of units in blocks within the scheme. Since the scheme commenced in 2015, £5.7million has been received. There is no expiry date for use of this contribution.

### CIL

- 2.8 This PID does not seek approval for the expenditure of CIL funding.

### 3.0 Equalities Analysis

- 3.1 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 3.2 An Equity Analysis Quality Assurance Checklist has been completed for this PID Project which confirms the equal benefit created through the introduction of the Acoustic Barrier. The project will positively enhance affect all pedestrians and users of the open space and will be an improvement on the current situation. There is no evidence that the project will have any adverse effects on people who share Protected Characteristics.

### 4.0 Legal Comments

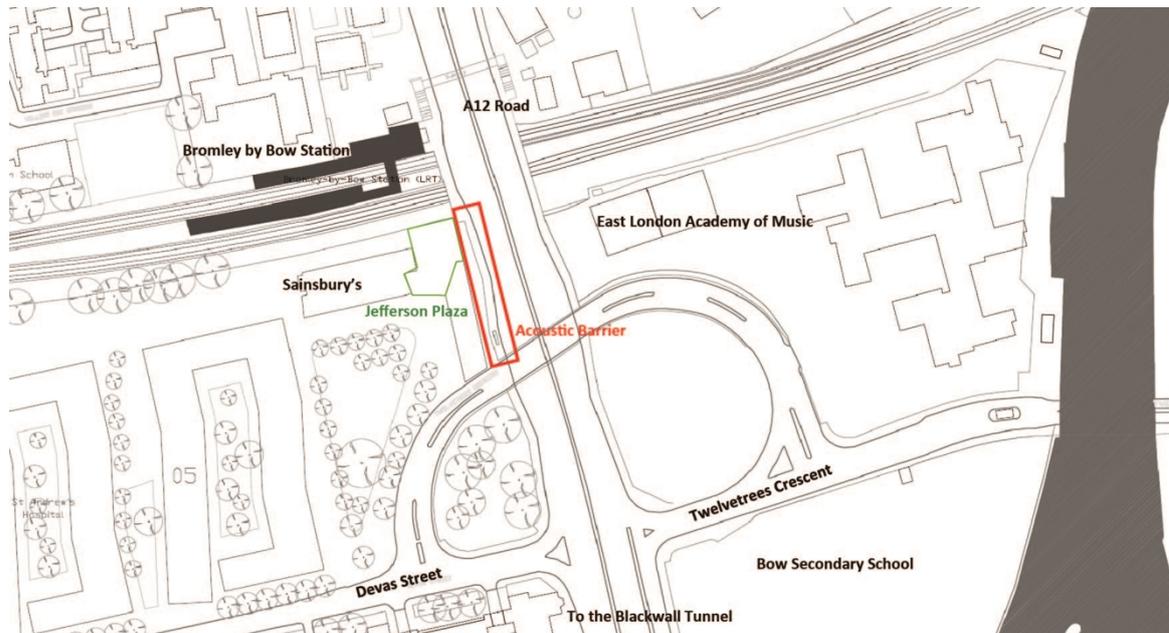
- 4.1 The S106 Agreement for PA/10/01864 required the developer to pay an “*Infrastructure Charge*” which is to “*only be applied towards the provision of Infrastructure in accordance with the Corporate Infrastructure Delivery Plan*”. The Corporate Infrastructure Delivery Plan is the Lower Lea Valley Delivery and Investment Strategy dated 20 June 2007 of which relevant extracts have helpfully been provided at Appendix A of this PID.
- 4.2 Based on the information provided in this PID, Legal Services considers the contribution is being used in accordance with the terms of the S106 agreement. The monies are being used towards making improvements to the A12 corridor which are not only considered to improve the visual environment but will also reduce noise impacts. The outputs therefore align with one of the objectives from the Corporate Infrastructure Delivery Plan as set out in Appendix A of this PID.
- 4.3 It is understood that the contributions to be drawn from the S106 agreements are to be paid directly to an external organisation (Poplar Harca). The terms of these S106 agreements do not specify that the contributions can be paid to Poplar Harca; therefore such payments are considered to constitute grants. As the Council is under no legal obligation or duty to provide this payment, it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.4 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.5 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

- 4.6 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

## 5.0 Overview of the Project

- 5.1 In 2014, the Roads Task Force (RTF) commissioned an exemplar study for the A12 between Bow Interchange and the northern entrance to the Blackwall Tunnel. The **A12 Corridor Study** (Final Report, March 2015) (the Study) by Jacobs with SKM aimed to tackle the environmental issues facing the A12 corridor and set out options for bold interventions to improve accessibility, (particularly by walking and cycling), overcome severance, mitigate noise and air quality issues, and support the planned regeneration of the area. The **A12 Green Mile Report** by LBTH and Poplar HARCA formed an appendix to this study and specifically identified short-term options for 'greening' the A12 before the more permanent options could be realised.
- 5.2 The **A12 Acoustic Barrier** is one of several 'greening' projects identified in the A12 Green Mile Report. The purpose of this PID project is to complete the design of a prototype acoustic barrier, incorporating a new noise absorbent material 'Silk Metal' (an innovative, self-coloured metal 'fabric'), to manufacture and install this barrier, and to test and monitor the efficiency how this innovative design solution can mitigate noise and air pollution and enhance the environment.
- 5.3 While 'Bench' testing of the silk metal product is known to achieve good levels of noise reduction; the intention is to produce a 'live' demonstration project with a strong research component where successful trials will result in the knowledge gained and skills learnt being used to extend the successful components into other appropriate locations along the A12 Green Mile project area from the Bow Flyover (A11) to the Blackwall Tunnel, and with the potential for these new ideas to be replicated in appropriate locations throughout the Borough, and indeed the UK.
- 5.4 The location selected for the implementation of the 25-metre-long acoustic barrier is at the roadside edge of the northbound carriageway of the A12, opposite the Sainsbury's Local Food Store and the currently vacant community building. The footpath is wider at this location (5 metres) and is adjacent to a small public space at Jefferson Plaza. The acoustic barrier implemented at this location will frame the connection for pedestrian and cyclists to Bromley-by-Bow station to the north (see Figure 1). As such, the trial's interventions will perfectly test what can be achieved in a very practical case scenario and in an area where people will both pass-by and dwell.

**Figure 1: Location of A12 Acoustic Barrier**



## 6.0 Business Case

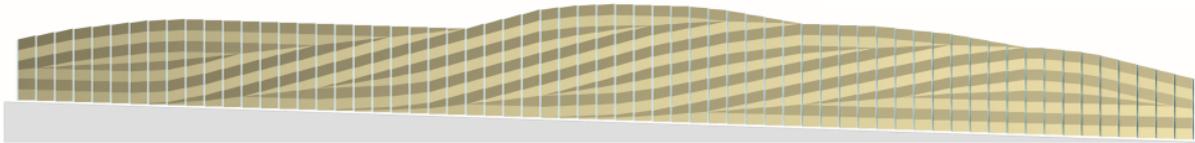
### Context

- 6.1 As mentioned, the **A12 Green Mile Report** was developed in the context of the work that Transport for London commissioned along the A12, and which itself originated from the work of the Roads Task Force completed in 2013. One of the key projects within the Green Mile report is the development of the acoustic barrier. To date, TfL have contributed £67,500 to the development of the acoustic barrier. Work on the design of the acoustic barrier has progressed and is at an advanced stage (see Figure 2). The next stage will be to complete the design, manufacture the components, erect the wall on site and monitor its performance.

### Demand

- 6.2 The A12 Green Mile report highlights the need to maintain the reliable and efficient movement of vehicles along the A12, highlighting it as an important arterial road with over 15 million vehicular movements each year. Yet, it is subsequently made clear in the report that the A12, particularly the part between the Bow Flyover (A11) and the entrance to the Blackwall Tunnel, is flanked by well-established residential communities. This is also the location where the Mayor and Borough Council are focusing on the introduction of a very significant number of new homes (approximately 13,000 more), supported by the designation of the area as LBTH's 'Poplar Riverside Housing Zone'.

**Figure 2: Visual Interpretation of the A12 Acoustic Barrier**



3D RENDERED ELEVATION (NTS)  
Illustrated to include vertical offsets of cassettes relevant to site levels



### Aims

- 6.3 This project progresses the Roads Task Force’s core aims and the objectives of the A12 Road Corridor Study. The project aims to transform the environment for the pedestrian and thus help create a more connected and safer place along the A12 and the nearby Bromley-By-Bow station. The project also aims to reduce air pollution as well as to reduce the actual and perceived noise along the A12 road at this location. This potential will be tested and reported by the University of East London, who are a partner in the development of the acoustic barrier.

### Objectives

- 6.4 The project will focus on an arterial road and will emphasise the need to maintain reliable and efficient movement of motor vehicles, whilst introducing and testing innovative solutions aimed at mitigating the roads impacts on communities that live alongside, in terms of noise and air pollution as well as severance. In summary, **the project will create a better quality of life for those who will live in close proximity to the A12.**

### Deliverables

- 6.5 The project will deliver one of the key components of the A12 Green Mile Report. This being the introduction of a new, purpose built, acoustic barrier designed with the quality of an art-piece along the A12 and adjacent to Jefferson Plaza. The wall will be constructed from an innovative noise absorbent material; 'silk metal' not previously used in the UK for this purpose.
- 6.6 The design lifespan of the Acoustic Barrier is 10 years, however, it is agreed with TfL that, as this is a bespoke project for the purposes of testing the affect and efficiency of the design to achieve noise and air quality benefits for the local population, it will be monitored closely over a period of two years. If during this time there are any significant negative impacts, for example; management and maintenance then there is the provision for the Acoustic Barrier to be removed, or relocated.
- 6.7 The project will also involve the testing and monitoring of noise levels and air pollution levels with a before and after comparison. The results will be published as a report by the University of East London (UEL).
- 6.8 Perception testing with sample groups of residents will be carried out by the University of East London and Poplar HARCA. This will include before and after surveys to inform the visual and environmental perceived quality of the final installation.

### **7.0 Approach to Delivery and On-going Maintenance/Operation**

- 7.1 Designers, manufacturers and highway contractors will be procured in line with the Council's and TfL's established procedures to deliver the infrastructure.
- 7.2 The project will be led by the **A12:Green Mile Pilot Project Steering Group** with representatives from LBTH, TfL, UEL, Echo Barrier and Poplar HARCA. The Project Steering Group will conform to the agreed Council Directorate project management and financial protocols.
- 7.3 A provisional sum of £10,000 has been accounted for within the TfL committed funding to cover the cost of any repairs and maintenance of the barrier.
- 7.4 Signage will be displayed signifying the use of S106 contributions on the hoarding and/or on street work frames.

### **8.0 Infrastructure Planning Evidence Base Context**

- 8.1 The Infrastructure Delivery Framework: Evidence Base identifies the Boroughs infrastructure needs and informs the allocation of CIL & S106 funding. The IDF: Evidence Base was last reported to the Infrastructure Delivery Board on 7th November 2017 and identified 'A12 Improvements' as 'desirable' infrastructure.

8.2 The IDF Evidence Base is currently being reviewed, with inputs from service areas, prior to being reported to MAB for final approval. The proposed and revised iteration of the evidence base adds a more detailed description than was previously included, as follows - 'a noise and air pollution barrier along a portion of the A12 footway, alongside some public realm works' and an estimated delivery timescale of 2019-2020.

## 9.0 Opportunity Cost of Delivering the Project

While using LTGDC pooled funds competes with the delivery of other infrastructure, not progressing this project will mean the knowledge and skills that could be gained through delivery of this prototype will not be realised. The valuable work undertaken by the University of East London will not be put into practise and the project will be unable to be replicated throughout the Borough, and potentially the UK.

The project has already secured a grant of £67,500 from TfL. If this PID is not successful, the remaining monies from the TfL grant, amounting to some £30,000, are likely to be lost and the project will not be progressed.

## 10.0 Local Employment and Enterprise Opportunities

- 10.1 Procurement imperative for maximising local benefits as agreed by Members will be integrated into the tendering documentation in consultation with the procurement team.
- 10.2 Where we will be using TfL's current term contractors to carry out the associated works, we will be contacting the Employment and Enterprise Team (Place Directorate, LBTH) to discuss initiatives that can be provided such as work experience placements.
- 10.3 We recognise that providing local employment initiatives is an integral part of delivering upcoming projects, however, where term contractors are in place, we are limited in making changes.

## 11.0 Financial Programming and Timeline

### Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (capital/revenue)</b>
Support for design, testing and implementation of the Acoustic Barrier <b>(Contributions received in full)</b>	£67,500	Transport for London, Future Streets Incubator Fund	Capital

<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (capital/revenue)</b>
Support for Implementing the Acoustic Barrier. <b>(Contributions currently being sought)</b>	<b>£100,000</b>	S106	Capital
Support for Acoustic Barrier and greening of adjacent open space. <b>(Monies secured in principle - Pocket Park PID)</b>	£30,000	S106	Capital
<b>Total excluding VAT</b>	<b>£197,500</b>		

### Project Management

11.1 The confirmed partners to deliver the project are:

**Transport for London (TfL)** on whose road the project is situated and who will be responsible for steering the project through their final approvals process. TfL will also be a critical partner in selecting and managing the site contractor.

**The London Borough of Tower Hamlets (LBTH)** who will support the trial through their land ownership and experience in developing and implementing features adjacent to highways.

**Poplar HARCA**, through their experience in project management, community liaison and consultation, and the maintenance of the public realm.

**Echo Barrier** through their experience in the design and implementation of external acoustic barriers and the monitoring of noise reduction.

The **University of East London (UEL)** who will record public perception and test potential reduction in pollution levels.

11.2 The project will be led by the **A12:Green Mile Project Steering Group** with representatives from TfL, LBTH, and Poplar HARCA. The Project Steering Group will conform to the agreed Council Directorate project management and financial protocols.

11.3 In addition to the Steering Group, the day to day management of the project will be led by David Black of Poplar HARCA (as project manager) with support from the **Core Project Team** comprising the Design Architects, Echo Barrier and UEL. A total project management fee of £7,000 has been identified.

- 11.4 Manufacturers and highway contractors will be procured in line with the Council's and TfL's established procedures to deliver the infrastructure.

### Financial Profiling

Table 2					
Financial Profiling (for Acoustic Barrier PID)					
Description	18/19				Total
	Q1	Q2	Q3	Q4	
Mobilisation	3,000				3,000
Off-Site Fabrication		30,399			30,399
Installation of Acoustic Barrier		53,101			53,101
Snagging			500		500
Project Management			7,000		7,000
Contingency			6,000		6,000
<b>Total</b>	<b>3,000</b>	<b>83,500</b>	<b>13,500</b>		<b>100,000</b>

**Note:** TfL's £67,500 funding has already paid for a substantial proportion of the design of the acoustic barrier and the monitoring, but with funds remaining to contribute towards the manufacture and installation of the barrier, as well as a sum of £10,000 set aside for the repair and maintenance of the pilot project (see Appendix B for the breakdown of funding for the whole project).

### Outputs/Milestone and Spend Profile

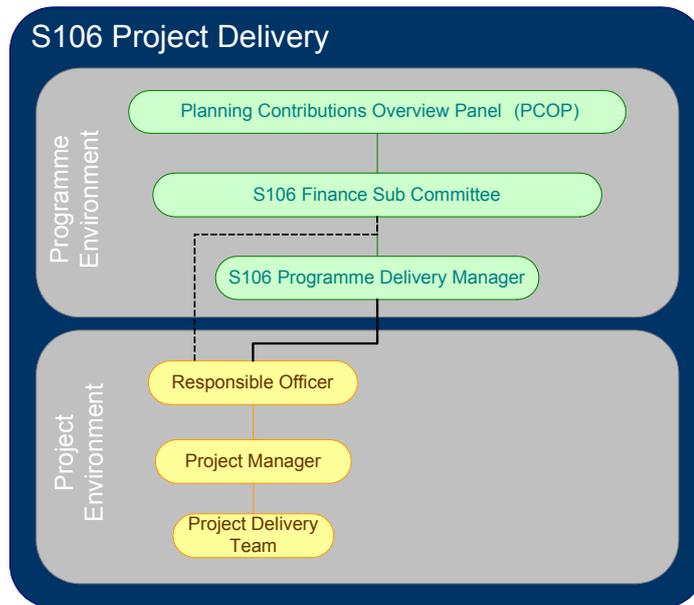
Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
01	Mobilisation	£3,000	By June 2018
02	Off-Site Fabrication	£30,399	By July 2018
03	Installation	£53,101	By October 2018
04	Snagging	£500	By December 2018
05	Project Management & Contingency	£13,000	By December 2018
<b>Total</b>		<b>£100,000</b>	

## 12.0 Governance

12.1 Information regarding the governance of the project is set out below:

- Project Sponsor – Abdul J Khan, Strategy, Regeneration and Sustainability - LBTH
- Project Manager – David Black, Poplar HARCA
- Project team members from LBTH - Matthew Phelan, Caroline Pembroke (Urban Design), Nicholas Marks (Air Quality) and Gary Marshall (Highways)

**Figure 2: Governance Structure**



### 13.0 Project Reporting Arrangements

13.1 Direct progress reporting will be dealt with via the A12: Green Mile Project Steering Group. The project manager will be a member of the Project Board. In addition, progress reporting will be provided to the Council as follows:

Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

### 14.0 Quality Statement

14.1 The project will conform to CLC internal controls for assessment and reporting as designated within the established control frameworks.

### 15.0 Key Risks

15.1 The key risks to this project are set out in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Works not delivered on time.	Alteration to scope of work.  Unidentified additional work required e.g. underground services	Lose time, pressure on restricted funding.  Additional funding required to carry out work.	Tightly defined plan and agreed delivery programme.	2	3	6
2	Potential costs exceed budgets.	Alteration to scope of work.	Project elements are omitted.  Additional funds are sourced.	Regular project/finance meetings with contractors to manage costs.  Ensure proper financial management in place.  Agree costings and budgets for works with contractors.	2	4	8
3	Work not of satisfactory quality.	Visual inspection of works at manufacture stage	Additional costs in rectifying.	Check quality of work at regular intervals.  Set out criteria for quality of work in the specification for contractors.	1	2	2
4	Residents unhappy with the work.	Monitoring programme with residents	Design alterations	Consult with residents prior to implementation	1	2	2
5	Difficulty in finding suitable manufacturer.	Missed tender dates	Delays in completing the delivery of the barrier	Working closely with manufactures to clarify design and test their suitability to deliver	2	4	6

## 16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 6 below and will be engaged from the

earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

<b>Table 8</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Existing and future residents, local business owners and visitors.	Residents, businesses and visitors benefiting from more useful open space, reduced traffic noise, lower pollution levels and a more pleasant and attractive environment in which to walk and dwell.	Meetings Exhibitions Events Emails	Ad-hoc as required
Elected Members	Being accountable for the successful delivery of strategic objectives (some of which this project will deliver against and contribute towards).	Public meetings Briefing sessions	Ad-hoc as required
LBTH	Increased open space and health improvements.	Public meetings Briefing sessions	Ad-hoc as required
TfL	Potential new materials and designs for reducing the impacts of major roads throughout London.	Guidance notes Meetings Presentations	Ad-hoc as required
LBTH Housing Zone	Improved environment for development of residential accommodation and workspace.	Project meetings Planning briefings Application advice	Ad-hoc as required
A12:Green Mile Pilot Project Steering Group	Making informed decisions on the project/programme including reporting outcomes and on-going viability/legacy.	Meetings Email Telephone	Financial year quarters and ad-hoc as required

## 17.0 Stakeholder Communications

17.1 Residents and local businesses will be notified by:

- Meetings and exhibitions
- Emails
- Publicity materials including leaflets, posters, articles and website updates.

17.2 Elected Members will be notified through:

- Members Bulletin
- Emails

17.3 Steering Group will be notified through:

- Emails
- Meetings

- Reports

17.4 Local residents will be involved from the start by comprising a sample group to assess the value of the trial. The local Neighbourhood Forum will also be presented with the scheme.

### 18.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director	Mark Baigent		

### Project Closure

*[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]*

## Appendices

Appendix A: LTGDCG A12 Road Corridor Commitments

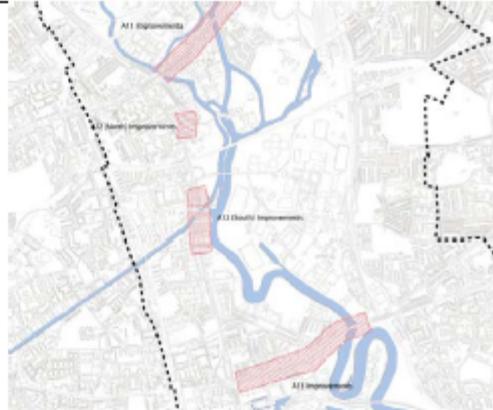
## LTGDC: Road Corridor Improvements

### Overview

The Lower Lea Valley is currently dissected by a number of strategic road corridors which run both east-west through the Valley and north-south along its edges. These corridors provide the initial view of the Valley and as such are crucial in relation to raising aspirations and demonstrating the quality environment that is being proposed for the Valley into the future.

Environmental improvements works will be required along the key A11, A12 and A13 corridors to :

- Improve the visual environment for vehicular traffic, pedestrians and cyclists using the transport corridors;
- Improve the streetscape through works to paving, street furniture, signage;
- Implement selective landscaping improvements to introduce additional green buffers to improve visual appearance as well as reduce noise impacts along the transport corridors



### Barriers & Approach to Delivery

A comprehensive approach is required because:

- The current low quality environment along the corridors does little to raise aspirations or stimulate investment;
- The corridors are flanked by multiple land owners and established activities, some of which are coming forward as individual development projects that are not guided by one overarching strategy for consistent environmental works along the roads;

The approach to delivery would remove these barriers by:

- Establishing a consistent and comprehensive strategy to improve the environment along the corridors;
- Provide certainty of investment in implementing improvement works;

### Outputs

Direct Outputs:

Component	Outputs
A11 Corridor (Stratford High St)	1.24km of improved carriageway and footway;
A12 Corridor (BTNA):	
• Northern section	0.25km of improved carriageway and footway;
• Southern section	0.43km of improved carriageway and footway;
A13 Corridor, East India Dock Rd	1.22km of improved carriageway and footway;
<b>Total</b>	<b>3.14km of improved carriageway and footway;</b>

Additional outputs:

- 150 new housing units
- 565 permanent jobs
- Circa 7,000 sq m commercial floorspace
- Improved pedestrian crossings
- Removal & replacement of signage, street furniture, & lighting

(Indirect benefits would accrue along the corridors as development is implemented over time.)

### Partners/ Roles

Organisation	Role
LTGDC	Design Lead, Project Management, Capital Funding
LBN / LBTH	Local Authority
TfL	Transport planning
Private Sector	Developer contributions

### Costs & Viability

Component	Capital Cost	Fees
Masterplanning & design works	-	-
• A11 Corridor, Stratford High St	£5.95m	£1.25m
• A12 Corridor, Blackwall Tunnel Northern Approach	£3.3m	£1.0m
• A13 Corridor, East India Dock Rd	£4.38m	£1.13m
Professional fees		
Total (v Fees)	£13.63m	£3.38m
<b>Total all</b>		<b>£17.0 m</b>

(Totals may not add up due to rounding)

Project & Funding Programme

Project Components	YR1 2006	YR2 2007	YR3 2008	YR4 2009	YR5 2010	YR6 2011	YR7+ 2012
Design / Project Scoping		←	→				
Site Acquisitions		←	→	→			
A11 Corridor: construction works			←	→			
A12 Corridor: construction works			←	→	→		
A13 Corridor: construction works			←	→	→	→	
Completions				★	★	★	
<b>Project Funding</b>							
		£0.33m	£6.72m	£2.96m	£3.5m	£3.5m	£0m
LTGDC Total Spend							£17m
Receipts							£10m
LTGDC Total Spend after receipts							£7m

Appendix B – Whole Project Milestones and Budget

Project Closure Document			
1.	<b>Project Name:</b>		
2a.	<b>Outcomes/Outputs/Deliverables</b> I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	<b>Please Tick ✓</b>	
		<b>Yes</b>	<b>No</b>
		<input type="checkbox"/>	<input type="checkbox"/>
2b.	<ul style="list-style-type: none"> <li>• Key Outputs <i>[as specified in the PID]</i></li>   <li>• Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li>   <li>• Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>		

<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b>			
		<b>Yes</b>		<b>No</b>	
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li> <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li> <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>				
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b>			
		<b>Yes</b>		<b>No</b>	
<b>4b.</b>	<ul style="list-style-type: none"> <li>Project Code</li> <li>Project Budget <i>[as specified in the PID]</i></li> <li>Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li> <li>Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i></li> </ul>				

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
7.	<b>Project Documentation</b> I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	<b>Lessons learnt</b>				
	<ul style="list-style-type: none"> <li>• Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul>	----- -----			
	<ul style="list-style-type: none"> <li>• Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i></li> </ul>	----- -----			
	<ul style="list-style-type: none"> <li>• Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul>	----- -----			
	<ul style="list-style-type: none"> <li>• Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i></li> </ul>	----- -----			
	<ul style="list-style-type: none"> <li>• Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul>	----- -----			
	<ul style="list-style-type: none"> <li>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>				

	<p>-----</p> <p>-----</p>		
<b>9.</b>	<p><b>Comments by the Project Sponsor including any further action required</b>  <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p>-----</p> <p>-----</p>		
<b>10.</b>	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date