

PROJECT INITIATION DOCUMENT

(2018)

London Square PID

Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Naznin Chowdhury – Civic Centre Project Manager	<i>Draft to IDSG Programme Manager</i>	05/12/17

Project Initiation Document (PID)

Project Name:	London Square (Civic Centre Project)		
Project Start Date:	01/12/2017	Project End Date:	01/03/2022
Relevant Heads of Terms:	N/A		
Responsible Directorate:	Place		
Lead Member:	Cllr. David Egdar		
Project Manager:	Naznin Chowdhury		
Tel:	0207 364 7356	Mobile:	
Ward:	Whitechapel		
Delivery Organisation:	Civic Centre Project team		
Funds to be passported to an External Organisation? ('Yes', 'No')	No		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	Yes		
Supplier of Services:	Design & Build Contractor TBC RIBA stage 1 design services supplier are Kinnear Landscape Architects		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes		
Is the relevant Corporate Director aware that this project is seeking approval for funding?	Yes		
Does this PID seek the approval for capital expenditure of up to £250,000	No		

using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	No
<u>S106</u>	
Amount of S106 required for this project:	None
S106 Planning Agreement Number(s):	N/A
<u>CIL</u>	
Amount of CIL required for this project:	£1,486,800
Total CIL/S106 funding sought through this project	As above
Date of Approval:	N/A

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

Organisation	Name	Title
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 –	Sophie Chapman	Planning Lawyer

Organisation	Name	Title
Governance		
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	Janice Beck	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
If copies of the related documents are required, contact the Project Manager			
CCP 1	London Square red line plan – see appendix 1	Red line boundary	Request from Project Manager
CCP 2	2 nd June 2017 Cabinet report	Business case	https://democracy.towerhamlets.gov.uk/mgChooseDocPack.aspx?ID=7730

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1.0 Purpose of the Project Initiation Document

- 1.1 This PID is concerned with the London Square (see attached plan in appendix. 1) project which forms part of the council's wider Civic Centre project which will bring the former Royal London Hospital on Whitechapel Road back into public use as the council's main administrative headquarters. London Square is a parcel of land located to the rear of the Civic Centre site and in front of Barts Health NHS Trust (Barts) Royal London Hospital. The site is primarily owned by Barts, but a small portion (c.20%) falls within the council's ownership. London Square is the 'current' name given to this parcel of land which is allocated as new public open space in the Whitechapel Vision Supplementary Planning Document (SPD).
- 1.2 The CIL funding request which is the subject of this PID will provide for an:
- Initial brief (RIBA stage 1) site surveys, analysis and feasibility study.
 - Concept design (RIBA stage 2) of an indicative landscape plan and associated site analysis and surveys.
 - Developed design (RIBA stage 3) of the proposed design and layout of the public space and associated community and stakeholder engagement including a planning application to the Local Planning Authority (LPA) to be granted permission to develop London Square.
 - Technical design of London Square (RIBA stage 4)
 - Construction and delivery of London Square (RIBA stage 5) subject to securing funding.
- 1.3 It should be noted that there are a number of interdependencies relating to the delivery of this Square. Most significantly, a legal agreement that is required for sign off by Barts consenting to the proposed design and delivery of the Square. Additionally, London Square is of strategic interest to the Local Planning Authority (LPA) as the requirement for a public space at this location in Whitechapel is stipulated in the adopted Whitechapel Vision Masterplan SPD to address an under-provision of public open space in the local area.

The London Square

- 1.4 This project aims to provide:
- A civic setting for the new Civic Centre development
 - A strong visual amenity for the local area in between two commercially dense (employment) sites
 - Build accessible routes through the Whitechapel Masterplan area strengthening the green spine

- Creation of a space for public enjoyment, recreation and community events

1.5 Under the typology of open space in the council's strategy the London Square is classified as both a civic space; providing a setting for civic buildings, public gatherings and community events, as well as an amenity green space; allowing for informal activities close to home or work or enhancement of the appearance of residential or other areas. As far as the first of these classifications it will serve as an outdoor public space connected to the Tower Hamlets civic centre and will be used by staff and visitors to the council. A key feature of this is that it will offer an inviting, attractive and social space which will be used by visitors to the ground floor local presence area of the civic centre, visitors to the hospital and offering an outside space that staff and members of the public can use as a spill out area.

1.6 This Project Initiation Document (PID) will define the *London Square* project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming 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 *CIL funding* 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 CIL Context

Background

2.1 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.

2.2 On the 5th 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.

CIL

2.3 This PID does seek approval for the expenditure of CIL funding. In terms of the

approval to allocate CIL funding, the project detailed within this PID complies with the requirements for spending CIL.

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 The proposed public space will be accessible to all residents and free of charge at the point of entry. An Equalities checklist has been carried out and is attached with this PID.

4.0 Legal Comments

- 4.1 The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008 ('the 2008 Act') as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 ('the 2010 Regulations').
- 4.2 CIL is a pounds per square metre charge on most new development and must be used to help deliver infrastructure to support the development of the area. It can be used to provide new infrastructure, increase the capacity of existing infrastructure or to repair failing existing infrastructure, if this is necessary to support development.
- 4.3 Infrastructure is defined by s216 of the Planning Act 2008 to include open space. The works to be carried out to London Square is likely to fit within a wide definition of this, however; the definition is not exclusive and we are satisfied that this project meets infrastructure of that type and that it is vital to support the development of the Council's area.
- 4.4 A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area, as set out in Regulation 59 of the 2010 Regulations.
- 4.5 Legal Services notes from the project budget at section 11 of this PID that a proportion of the amount of £1,486,800 requested as funding from CIL is to be used to fund professional fees, surveys and various other costs which are required to

inform the delivery of this project. Whilst this is not infrastructure itself, Legal Services is satisfied that the delivery of significant infrastructure projects naturally require project management, design costs, consultation costs etc. and therefore such enabling costs (without which infrastructure could not be delivered) can appropriately be funded from CIL costs.

- 4.6 It is noted that CIL shall be used to fund the costs of delivering a new London Square, of which approximately 80% of the land, on which London Square is located, is owned by Barts. As this payment shall benefit an external organisation and 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.
- 4.7 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. An Equality Analysis Quality Assurance Checklist is appended to this PID which is proportionate at this stage of the project.
- 4.8 These comments are limited to addressing compliance of the Council's expenditure of CIL (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 This PID seeks approval to allocate CIL funding for the London Square, an allocation for this project is supported within the Council's Regulation 123 list to be allocated to Open Spaces. CIL is sought for area 1 of the Tower Hamlets Local Infrastructure Fund which captures the wards Weavers, Spitalfields and Banglatown, Whitechapel, St Katharine's and Wapping, Shadwell (not including a portion in the east), Stepney Green, St Peter's, Bethnal Green, St Dunstan's. At present there are no monies within the Civic Centre Project budget allocated to fund the design and delivery of London Square. The square is needed to support the development of the council's new Civic Centre. Moreover, the project meets the requirements for CIL funding as the square is of strategic importance to the LPA, local stakeholders such as Barts and elected members. The CIL funding secured would be applied to deliver new infrastructure in Whitechapel.

- 5.2 The delivery of London Square was not secured as part of the 2005 Royal London Hospital Development Planning approval. However, the decision notice dated 2005 refers to the provision of London Square stating “Full details & samples of the following parts of the development shall be submitted to and approved by the council as local planning authority before any works thereby affected are commenced [...] London Square full detailed design for use & appearance including landscaping lighting and security arrangements”. This condition did not mean the square had to be delivered, but only that if it was then it would need to be in accordance with the LPA’s prior approval of such details. As a result the London Square was not secured by the LPA nor was an enforceable condition applied to the hospital redevelopment to secure the square.
- 5.3 During RIBA Stage 3 of the Civic Centre project the team engaged in pre-application consultation with the LPA which was concluded on 3rd November with submission of the planning application and listed building consent. Originally, the LPA requested that London Square should be included within the red line of the civic centre planning application boundary. The project team’s planning consultants advised that London Square should not be part of the main planning application as the site is largely not in the council’s ownership. There would be a risk that the delivery of the square would be made a planning condition that would hamper the delivery of the civic centre.
- 5.4 Subsequently, it was agreed with the LPA that the project team would submit an indicative design for London Square, together with a robust programme, timetable and a signed Memorandum of Understanding (MoU) on the design and delivery of the square ahead of the determination of civic centre application on 15th February 2018. This planning strategy for London Square will need to be agreed with Barts. To date Barts have stated that they have no capital contributions to put towards the delivery of London Square in the short term (there may be opportunities to secure CIL or s106 funding from Barts as they bring forward their emerging development masterplan).

6.0 Business Case

- 6.1 The PID supports the council’s corporate priorities through the proposal to provide a high quality public space delivering on the Community Plan objective of a ‘Great Place to Live’, and improving local areas to deliver better public amenity to make a more sustainable and greener Tower Hamlets. These are a part of the aims of the council’s Strategic Plan 2016-2018.

Council’s Civic Centre Project

- 6.2 The London Square project is concerned with the wider Civic Centre project. This project hopes to bring the former Royal London Hospital site at Whitechapel back into public use as the council's main administrative building. The proposal for the Civic Centre site involves demolition of the south-west wing of the former hospital, and partial demolition of the Grocer's Wing with façade retention. The grade II listed 1750s building ('the front block') and chapel will be retained.
- 6.3 The current lease on Mulberry Place will expire in June 2020. At the Cabinet meeting on 3 November 2015 the Mayor determined that the council should consolidate its operation in a new civic centre, thereby reducing the use of disparate and poorly-sited buildings. The consolidation of council administrative buildings onto a new civic centre would allow for the disposal of a number of sites for the capital receipts to cross-fund the new development, and deliver affordable housing when bought forward as planning-compliant housing schemes.
- 6.4 The Civic Centre Project objectives, as formally agreed at this Cabinet meeting are:
- To develop a sustainable, multipurpose, civic centre in the geographic heart of the borough and with excellent transport connections.
 - As required by the Asset Strategy, to rationalise the council's operations to provide more efficient internal communications and cross-council working and reduce the council's revenue cost of holding empty redundant buildings
 - To maximise opportunities to make financial savings from efficient use of accommodation
 - To deliver year-on-year operational savings to the council and deliver significant new housing to the borough
- 6.5 In June 2017 the Civic Centre project revisited Cabinet to seek approval to proceed to RIBA Stage 3 (including the planning application submission), and to adopt a capital estimate for the construction and associated costs to build the new civic centre. London Square is critical to the overall Civic Centre project owing to its location and proximity to the site. The timely delivery of London Square is supported by the project team, the LPA, elected members and the Greater London Authority (GLA). The first object of the London Square project is that it offers much needed outdoor public open space in Whitechapel for those visiting the civic centre or the Royal London Hospital, and staff working at these sites. The second objective of London Square is that it achieves an adopted policy requirement for the provision of amenity green space as required in the Whitechapel Vision Masterplan SPD.

Whitechapel Vision SPD

- 6.6 In November 2013 the council adopted the Whitechapel Vision Masterplan SPD to help direct and manage the expected growth in Whitechapel over the next decade. The vision identifies six key place transformations, of which one is the civic centre project (described as the new civic hub) that will contribute to Whitechapel becoming a world class destination for living, working, and visiting. A feature of the civic hub is the creation of a new civic square in response to a lack of open space in the local area (Valance Gardens highlighted as the only large publicly assessable open space in the area); the aspiration for the square is that it provides:
- A meeting place and focal point for the community including residents, workers and visitors to the area
 - A space for temporary and specialist street markets
 - A space for community events and festivals
- 6.7 The SPD also establishes a new green route (known as the green spine) which provides a linear north/south connection between Whitechapel Road and Commercial Road to offer a more direct pedestrian route.

Tower Hamlets Open Space Strategy

- 6.8 The revised Open Space Strategy for Tower Hamlets 2017 to 2027 seeks to address the mismatch between population growth in the borough and the volume of open space, in 2017 there is less open space per resident in the borough. Tower Hamlets population is set to increase 26% to 374,000 by 2026 emphasising the need for more open space that is delivered at a faster rate. The following findings were observed for the Whitechapel area from the evidence base underpinning this strategy:
- The Whitechapel area falls outside the catchment of a park above 1 ha and 2 ha where catchment was defined as a 400 metres or 5 minutes walking distance.
 - Some of the most deprived wards in the borough such as Whitechapel have low levels of accessibility to and quantity of open space while projected to experience intense levels of population growth.
 - The projected open space deficiency in 2031 (based on ha per 1,000 people) is rated high in Whitechapel.
- 6.9 The strategic response to open space deficiencies in Whitechapel are aligned with the aspirations of the Whitechapel Vision SPD to provide improved connectivity to the existing open spaces and to create new space within development sites, and to deliver new pocket parks through Green Grid Strategy. The London Square PID responds positively to the Open Space Strategy supporting the realisation of two of

overarching principles to create; maximising the opportunities for publicly accessible open space, and connect; create new green corridors or spines which enhance existing provision and access to main destination points in the borough. The opening of the Crossrail station in December 2018 will create a step change in footfall in the area and an increased demand for public space.

- 6.10 Finally, the Tower Hamlets Health and Wellbeing Strategy 2017 draws attention to the importance of open space and links to improving health outcomes for borough residents. One of the five priorities of the strategy is ‘creating a healthier place’ through improvements to the physical environment which address a lack of open space, poor connections between green spaces, and reducing areas in the boroughs in borough with high levels of air pollution.

Project Drivers

- Operational – the need for additional public open space to serve the new civic centre development, and counter open space deficiencies in the local area as a result of increased population growth.
- Political – Mayoral priority to improve the environment of Whitechapel Road and the wider Whitechapel town centre, and address the incidence of high levels of air pollution in the area.
- Financial – the delivery of London Square is not a priority to Barts in the context of their emerging Whitechapel development masterplan and programme.
- Planning – The LPA consider the London Square as an integral part of the setting of the new civic centre and insisted that delivery of the square needs to be prioritised in order to meet the aspirations of the Whitechapel Vision SPD. The project team is currently in dialogue with Barts to draw up a Memorandum of Understanding (MoU) signed by both parties which outlines the funding arrangement, programme and timescales and agreed indicative layout of the square. The purpose of the MoU is to reassure the LPA that the project team is committed to bringing forward the delivery of London square in a timely manner.
- Legal – When the council purchased the former Royal London Hospital site it inherited an obligation to provide a public route through the civic centre building as stated in the 2015 Transfer document “For the period of 20 years from and including the date of completion of the construction of the route by the transferee pursuant to clause 12.9.4, a right of way for the transferor and its staff, patients and visitors in common with the transferee on foot only over the route for the purpose of the access and egress from Whitechapel Road between the hours of 8am and 6pm Monday to Friday.” The right of way will

be provided through the civic centre and London Square development to serve as a key access route to Barts' hospital.

Deliverables, Project Outcomes and Benefits

The project intends to deliver the following but is not limited to:

Table:	
Deliverables	Measure
Provide a new welcoming, safe and accessible public open space in Whitechapel	RIBA Stage 6 (Handover and Close Out) March 2022
Create an attractive and accessible civic square to complement the new civic centre development	RIBA Stage 6 (Handover and Close Out) March 2022
Deliver a Part M compliant route through the Civic Centre building out to the public space to the rear of the building. This will establish an easy and accessible pedestrian route south from the Crossrail station.	RIBA Stage 3/4 design requirements.
Involve and engage local residents and stakeholders in the design of the square	Hold 2 half day community consultation events to present the proposed RIBA stage 1 design in Jan 2018 . Hold subsequent community engagement events at RIBA Stage 2/3.
Outcome	Measure
Positively responds to and addresses a shortage of public open space in Whitechapel as per findings in the Tower Hamlets Open Space Strategy 2017	Implementation and delivery of a new London Square in March 2022
Achieves an aspiration of the Whitechapel Vision SPD for the provision of a new public square around a major development site	Implementation and delivery of a new London Square in march 2022

Table:	
Deliverables	Measure
Benefit	Measure
Meets the objectives of the council's Employment and Enterprise strategy through creating employment opportunities and work experience placement on an outdoor landscaping project.	Targets as stated in the Civic Centre project Main Contractor's Employment and Skills Plan for Social Responsibility
Encourage residents and visitor use of the square and increase footfall to the local area	The Whitechapel Vision delivery team held temporarily activated London Square in September 2015 the square attracted 48% passing footfall

Other Funding Sources

- 6.11 Barts have confirmed that they have no capital contribution to make towards the design and delivery of London Square. However, it is expected that they make a contribution of up to 50% towards the maintenance costs of the square.
- 6.12 We have also explored potential funding avenues with the Whitechapel Vision Delivery Team, one such route was the reallocation of GLA Good Growth Fund which the team applied for in October 2017 for a series of public space interventions within the Whitechapel Masterplan area. The interventions related to Durward Street, Brady Street, Turner North Street, Vallance Road, Chicksand Street, Ford Square and Cavell Square as well as other green spine restorative spaces project.
- 6.13 Unfortunately, Tower Hamlets was not selected as a shortlist candidate. However, S106 funding has been secured for Ford Square which will benefit from new landscaping and improvements to the facilities within it, including a small playground. Funding was also secured for Cavell Square to transform existing underused public green space and provide a new multi ball games court and outdoor/adult gym.

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 Based on information provided by the council's Clean & Green team, it is estimated that the maintenance costs for London Square will be approx. £25,000 per annum.

Barts have already indicated that they will contribute towards these cost, however the proportion of their contribution is yet to be confirmed.

- 7.2 Details of how the square will be managed and maintained long term will be discussed and agreed with Barts and incorporated in the MoU. A copy of the agreed MoU will be provided in due course.

8.0 Infrastructure Planning Evidence Base Context

- 8.1 The Infrastructure Delivery Framework 2017 evidence base identifies Whitechapel ward to experience significant residential and employment growth. The completion of Crossrail by December 2018 will significantly increase access to strategic transport infrastructure to and from the civic centre. Moreover, the entrance of Crossrail will be aligned with the civic centre Grocers' Wing public entrance which also leads out to London Square. TfL's Crossrail Demand Forecasting Workshop in 2015 projects an additional 4,000 people entering and exiting the station during AM peak hours.

9.0 Opportunity Cost of Delivering the Project

- 9.1 Following review of the PID by the IDSG finance sub group in December 2017 adjustments were made to the project budget to reduce the overall cost of delivering this square. The project team initially valued the scheme at 1.9m based on a £500 per sqm public realm fee benchmark; this was subsequently reduced to a £400 per sqm. The project team do not envisage this will diminish the overall quality of the proposed public square; however the reduction in the overall cost will impact the proposed scheme, for example through removing the inclusion of water features and opting for more simplified street furniture. The landscape architects KLA will however work closely with the project team to ensure that the quality of the design is not compromised as a result of these adjustments.

- 9.2 The Infrastructure Delivery Plan sets out the infrastructure priorities in the borough. Delivering London Square with the Civic Centre project will:

- deliver a great space upon opening the Civic Centre;
- minimise disruption to the staff and visitors to the Civic Centre and Barts hospital, and
- optimise value for money.

- 9.3 The council's CIL Regulation 123 list includes references to "Open space, parks and

tree planting”. There are other public realm improvement projects proposed along the ‘Green Spine’ in Whitechapel which are being brought forward by the Whitechapel Delivery Team within the council.

9.4 There is also potential to explore whether a contribution could be made from the Local Infrastructure Fund (LIF) to complement strategic CIL. 25% of CIL collected can be allocated to the LIF as the neighbourhood portion up to March 2019 for this round of CIL.

9.5 There are four LIF areas within the borough, the proposed London Square falls within LIF area 1. Consultation carried out during summer 2017 asked borough residents to prioritise funding for nominated projects. The LIF area 1 consultation highlighted parks and green spaces, cycling and walking routes and town centre improvements as the top three funding priorities.

10.0 Local Employment and Enterprise Opportunities

10.1 Through the procurement of the main contractor the project team has secured substantial economic benefits relating to employment and enterprise which will be delivered as part of this and the wider civic centre project. The opportunities include:

- Job vacancies to be advertised via Workpath
- Job opportunities to be secured by local residents
- Work experience placements and apprenticeship opportunities for Tower Hamlets residents
- Job fairs and meet the buyer SME events
- SME mentoring and attendance at SME local business forums

10.2 We will engage with the Council’s Employment and Enterprise team throughout the project stages to ensure that the project delivers local economic benefits, and ensure the targets set are aligned with the objectives of the borough Employment and Enterprise strategies.

11.0 Financial Programming and Timeline

Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
RIBA Stage 1 – Brief	28,333	CIL	Capital
RIBA Stage 2 – Concept	92,667	CIL	Capital
RIBA Stage 3 – Developed Design	63,333	CIL	Capital
RIBA Stage 4 – Technical Design	41,667	CIL	Capital
RIBA Stage 5 – Construction	1,240,000	CIL	Capital
RIBA Stage 6 – Handover and Close Out	20,800		
Total	1,486,800		

Any project contingency or unspent funds will be returned.

Project Management

The project will be managed by the existing civic centre project team; no additional funding will be sought for the project management of the London Square project.

Financial Profiling

	RIBA		1	1/2	2	3	3/4	4	
Table 2									
Financial Profiling									
Description	Year 2017/18				Year 2018/19				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Works Cost									0
Professional Fees			10,000	20,000	40,000	40,000	20,000	20,000	150,000
Surveys & other on-costs			5,000	10,000	16,000	5,000	0	0	36,000
Contingency			0	10,000	10,000	10,000	5,000	5,000	40,000
Total			15,000	40,000	66,000	55,000	25,000	25,000	226,000
	RIBA				5	5	5	5	

Table 2									
Financial Profiling									
Description	Year 2019/20				Year 2020/21				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Works Cost						388,000	388,000	406,000	1,182,000
Professional Fees						9,000	9,000	10,000	28,000
Surveys & other on-costs									0
Contingency						10,000	10,000	10,000	30,000
Total						407,000	407,000	426,000	1,240,000
	RIBA			6					

Table 2									
Financial Profiling									
Description	Year 2021/22								Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Works Cost				18,000					18,000
Professional Fees				2,000					2,000
Surveys & other on-costs									0
Contingency				800					800
Total				20,800					20,800

Outputs/Milestone and Spend Profile

RIBA stage 1 - this includes developing and agreeing the project objectives and sustainability aspirations while carrying out site surveys in order to better understand the parameters and constraints of the site. All of this contributes to feasibility studies and design options. Concurrently during this phase will we also produce the London Square MoU to be jointly agreed and signed off with Barts Health NHS Trust.

RIBA Stage 2 – this includes preparation of concept design, which is based on outline landscaping proposals. We will agree outline specification and preliminary cost plan for the project. A final milestone of this phase will be to agree and issue final project brief.

RIBA Stage 3 this includes coordinated and updated design proposals including developed landscaping proposals, updated cost information, and we will carry out formal community and stakeholder engagement and submission of a planning application.

RIBA Stage 4 – this includes preparation of technical design of London Square, any specialist sub-contractor design input, review and updates to the sustainability strategy, maintenance and operational strategies.

RIBA Stage 5 – commencement of the construction phase

RIBA Stage 6 – completion of construction phase and site handover.

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	RIBA Stage 1 – Brief	28,333	Feb 2018
2	RIBA Stage 2 – Concept	92,667	April 2018
3	RIBA Stage 3 – Detailed	63,333	June 2018
4	RIBA Stage 4 – Technical	41,667	March 2019
5	RIBA Stage 5 – Construction	1,240,000	Sept 2021
6	RIBA Stage 6 Handover and Close out	20,800	March 2022
Total		£1,486,800	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Will Tuckley
- Senior Responsible Officer: Ann Sutcliffe
- Project Director: John Bandler
- Project Managers: Naznin Chowdhury & Nadir Ahmed
- RIBA Stage 1 Landscape Architects: Kinnear Landscape Architects

13.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
Civic Centre Project Board	Mayor/CEO/Deputy Mayor/Lead member for Resources/Chair of CPRG, Corporate Director Place, Resources, Governance, Divisional Director of Comms and the civic centre project team	Board Report	Monthly

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 Quality standards will be set out in accordance with the London Borough of Tower Hamlets' requirements. The role of the Civic Centre Project Board has a key role in maintaining quality standards in how the civic centre is progressed and delivered. The board provides strategic oversight, in accordance with Cabinet approvals, and ensures that the project delivers its outcomes and benefits as defined in the project business case. At completion of each RIBA stage of the project a gateway assessment exercise is undertaken which assesses the project's readiness to proceed to the next stage. Following the assessment process a recommendation is made to Project Board to give the consent to proceed to the next stage. As the London Square project forms part of the civic centre project it will be subject to the same quality controls and approval processes.

15.0 Key Risks

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

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Agreement of scope of works with Barts	Scope area exceed cost allocation	Potential cost growth	Approval and sign-off of MoU	3	3	9
2	CIL funding not secured	Governance gateways in securing CIL	London Square is undeliverable and this poses a planning risk to the civic centre	PID	2	5	10

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
			application				
3	Planning permission is not granted for London Square	LPA planning process	Impact on programme and potential time delays to remedy reasons for refusal	Early engagement with the LPA through the pre-application process	2	3	6
4	Below ground land contaminants/ obstructions	Discovered during construction phase	Impact on cost and programme	Surveys	3	4	12
5	Construction logistics and interfaces	Alignment and interfaces issues relation to programme phasing and timescales	London Square programme is undeliverable or subject to delays	Phasing plan and construction logistics plan	2	3	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.

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Barts	Majority owner of London Square land	Engagement meetings	Monthly
GLA	Regional Strategic Planning	Pre-application meetings	As required
LPA	Strategic Planning	3 pre-application meetings	Monthly

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Local community groups/residents	Consultee	2 half day consultation events as well as word of mouth communication	As required
Whitechapel Life Sciences Steering Group	Spatial planning & strategic guidance	Meetings	Quarterly
Civic Centre Project Board	Provides strategic direction and monitors performance	Project Board meetings	Monthly

17.0 Stakeholder Communications

17.1 The Civic Centre project has a dedicated communications plan which was signed off in July 2017. This details the planned communications activity during RIBA stage 2 and 3a. We will be shortly meeting with the council's Communications team to develop the next phase of this plan which includes areas of activity such as: new of the appointment of a main contractor, a media briefing, London Square community consultation and the determination of the planning application. Tower Hamlets Council's Communications Team oversees the delivery of this plan.

18.0 Project Approvals

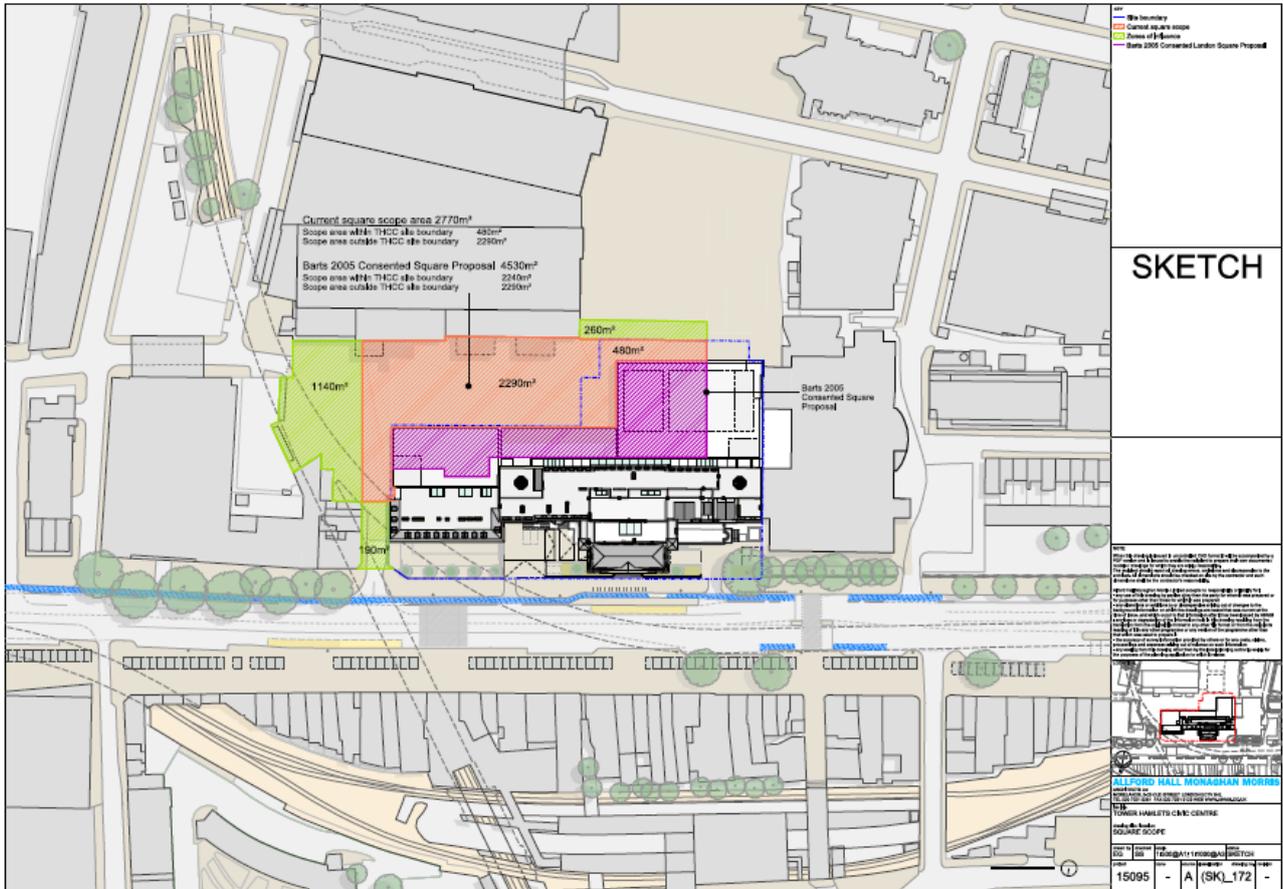
The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director, Property & Major Programmes	Richard Chilcott		

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: London Square area plan –



Appendix B: Risk Register;
Appendix C: Project Closure Document
Appendix D: Equality Analysis Quality Assurance Checklist

Project Closure Document

1.	Project Name:						
2a.	Outcomes/Outputs/Deliverables 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.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
2b.	<ul style="list-style-type: none"> • Key Outputs <i>[as specified in the PID]</i> • Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> • Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
3b.	<ul style="list-style-type: none"> • Milestones in PID <i>[as specified in the PID]</i> • Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> • Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) 						
4a.	Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
4b.	<ul style="list-style-type: none"> • Project Code • Project Budget <i>[as specified in the PID]</i> • Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i> • Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i> 						

5.	Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> • Staff employment terminated • Contracts /invoices have been terminated/processed 	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
7.	Project Documentation 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"/>
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> • Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • 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> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • 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> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i> <hr/> <hr/>				
<ul style="list-style-type: none"> • Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> 					

	<p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
10.	<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