

# **PROJECT INITIATION DOCUMENT**

**(March 2018)**

## **WHITECHAPEL DELIVERY**

**Whitechapel Public Realm Improvements Projects**

## Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Yoana Tulumbadzhieva, Regeneration Specialist Project Officer	Initial Draft to Programme Manager	07.08.2017
0.2	Yoana Tulumbadzhieva, Regeneration Specialist Project Officer	Final Version to Programme Manager	17.08.2017
0.3	Yoana Tulumbadzhieva, Regeneration Specialist Project Officer	Amended Version following comments made at IDSG meeting in 2017	20.09.2017
0.4	Mahbub Anam, Interim Strategic Project Manager	Amended Version following comments made at IDSG meeting on 31.01.18	19.01.2018
0.5	Mahbub Anam, Interim Strategic Project Manager	Amended Version of the Final Version following comments made at IDB meeting on 06.03.18	08.03.18

### Project Initiation Document (PID)

<b>Project Name:</b>	<b>Whitechapel Delivery: Whitechapel Public Realm Improvements Projects</b>		
<b>Project Start Date:</b>	21 <sup>st</sup> March 2018	<b>Project End Date:</b>	31 <sup>st</sup> March 2020
<b>Relevant Heads of Terms:</b>	Environment		
<b>Responsible Directorate:</b>	Place		
<b>Project Manager:</b>	Mahbub Anam		
<b>Tel:</b>	020 7364 3409	<b>Mobile:</b>	
<b>Ward:</b>	Whitechapel		
<b>Delivery Organisation:</b>	To be procured		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	No		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	To be procured		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Cllr Amina Ali		
<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</b>	No		

<b>using a Recorded Corporate Director's 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>	£727,450.17
<b>S106 Planning Agreement Number(s):</b>	PA/13/00218 PA/13/01168
<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>	£727,450.17
<b>Date of Approval:</b>	N/A

**This PID will be referred to the Infrastructure Delivery Board (IDB):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Ann Sutcliffe	Acting Corporate Director Place
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	Abigail Knight	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
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 and Major Programmes
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader

Organisation	Name	Title
LBTH – Place	Vicky Clark	Divisional Director, Growth & Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH –	Tope Alegbeleye	Strategy, Policy & Performance Officer

Organisation	Name	Title
Governance		
LBTH – Governance	Oscar Ford	Service Manager – Strategy, Performance and Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
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	Christopher Horton	Infrastructure Planning Team Leader

## Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
1	Whitechapel Vision Masterplan (2013)	Council strategic planning document	<a href="http://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Strategic-Planning/Whitechapel-Masterplan-Adopted-Dec-2013.pdf">http://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Strategic-Planning/Whitechapel-Masterplan-Adopted-Dec-2013.pdf</a>
2	Whitechapel Public Realm and Open space Guidance (2016)	LBTH commissioned evidence base study and guidance	<a href="http://www.enterprisingwhitechapel.org/news/whitechapel-public-realm-open-space-guidance/">http://www.enterprisingwhitechapel.org/news/whitechapel-public-realm-open-space-guidance/</a>
3	Whitechapel Active Spaces Framework	A guiding framework for supporting and delivering place	<a href="http://www.enterprisingwhitechapel.org/wp-content/uploads/2017/03/Active-Spaces-">http://www.enterprisingwhitechapel.org/wp-content/uploads/2017/03/Active-Spaces-</a>

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
		making projects in Whitechapel	Framework.pdf
4	Draft LBTH Open Space Strategy (2017)	Council strategic planning document	
5	LBTH Green Grid Strategy	Council strategic planning document	
6	LBTH Draft Local Plan (2017) Chapter on Open Spaces	Council strategic planning document	<a href="http://towerhamlets-consult.objective.co.uk/portal/planning/newlp/nlpr18/reg18?pointId=s1477058330045#section-s1477058330045">http://towerhamlets-consult.objective.co.uk/portal/planning/newlp/nlpr18/reg18?pointId=s1477058330045#section-s1477058330045</a>

## **CONTENTS**

1.0	Purpose of the Project Initiation Document.....	8
2.0	Section 106/CIL Context.....	9
3.0	Legal Comments.....	11
4.0	Overview of the Project.....	12
5.0	Business Case.....	15
6.0	Approach to Delivery and On-going Maintenance/Operation.....	18
7.0	Infrastructure Planning Evidence Base Context.....	19
8.0	Opportunity Cost of Delivering the Project.....	19
9.0	Local Employment and Enterprise Opportunities.....	20
10.0	Financial Programming and Timeline.....	20
11.0	Project Team.....	22
12.0	Project Reporting Arrangements.....	22
13.0	Quality Statement.....	23
14.0	Key Risks.....	23
15.0	Key Project Stakeholders.....	24
16.0	Stakeholder Communications.....	25
17.0	Project Approvals.....	27



## 1.0 Purpose of the Project Initiation Document

- 1.1 The Whitechapel Vision Masterplan (the Masterplan), which was adopted by Tower Hamlets Council in December 2013, sets out an ambitious agenda for a transformational change in Whitechapel, building on the arrival of Crossrail in 2019 and the proposed move of the Council to a new civic centre in the Old Royal London Hospital by 2022, including the support and creation of 7 new public spaces.
- 1.2 One of the key initiatives of the Whitechapel Vision Masterplan is to create and deliver 7 new public open spaces. The proposed projects in this PID aim to support the creation of these public spaces and start to animate places which invite people to dwell and enjoy. All the projects have a common theme of public realm and open space improvements across the Whitechapel Masterplan area and are linked to specific sites within that area.
- 1.3 The consultation undertaken to develop the Masterplan highlighted some of the concerns of the community in Whitechapel among which are lack of open space, lack of quality public realm and fear of crime and anti-social behaviour. The work on the Masterplan also identified that providing active street frontages along key routes and improving the quality of the streetscape will create friendlier and safer streets, contribute to resident well-being and help further attract investment in the area.
- 1.4 Throughout the Whitechapel Open Spaces Phase 1 project a multidisciplinary team of architects, landscape architects and engineers was procured to produce a public realm study and establish a design framework for all public realm and open space in Whitechapel that provides a coherent response to the intensification and transformation expected in the area in the next 15 years. The study was undertaken throughout 2016 and it is now known as the Whitechapel Public Realm and Open Space Guidance (the WPROSG).
- 1.5 There has been a significant investment of revenue funding and resources from the Whitechapel Vision Delivery Team in understanding the challenges and opportunities for public realm initiatives in Whitechapel and there is a desire to steer the implementation of some of these opportunities in the form of physical delivery.
- 1.6 This Project Initiation Document (PID) will define the Whitechapel Public Realm Improvements Projects 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 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.

1.7 In order to meet the public realm and open space improvements proposed through the Masterplan and the supporting studies, a wide ranging programme of enhancements will be necessary. The Whitechapel Team will undertake further public engagement to define further this programme and will then seek funding to support the delivery of multiple interventions. This PID seeks to secure funding for the delivery of a small number of up front projects that are deemed well advanced and/or urgent in nature. Their delivery will not undermine the longer term programme or the need to engage local people before implementing more wholesale delivery. More specifically, the proposed works around the Chicksand Estate has already been subject to considerable engagement with local people and collaborative development of the plans. This is a long term aim of both the Council and local residents and is in a place to deliver improvements in good time. The Brady Street and Durward Street projects are required to be delivered in advance of the wider programme in order to dovetail with the programme for the delivery of the new Crossrail station.

#### 1.8 **Key Project Delivery Objectives:**

- To help deliver high quality, attractive and functioning public realm and open spaces as set out in the 2013 adopted Whitechapel Vision Masterplan Supplementary Planning Document (SPD).
- To initiate partnership working to attract inward investment and secure the buy in of key partners in sponsoring further implementation of public realm improvements in Whitechapel.
- To capture the principle of creating a sense of civic pride amongst the community in delivery of the Public Realm Improvements Projects through encouragement of placemaking initiatives.
- To improve public perceptions and impressions as well as the overall experience

within the Whitechapel District Town Centre.

- To promote the Public Realm Improvements Projects as part of the delivery of the Whitechapel Vision and with this achieve wider community awareness of regeneration activities in Whitechapel.
- To achieve benefits for existing residents by enhancing their health and well-being, leisure, play and educational opportunities through an improved and integrated townscape.
- Invest in projects that are likely to achieve high amenity value through physical improvements and gauge user's input through engagement activities.
- To encourage the trial use of underperforming open spaces and utilise adjacencies to maximise the value of improvements.

1.8 A schedule of works defining the outputs of each project in more detail is attached as an Appendix 1 to this document.

## **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 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 following developments:

<b>Planning Application</b>	<b>Site Address</b>	<b>Funding Requirements</b>	<b>PA amount</b>	<b>Amount allocated to Project</b>	<b>Expiry Date of Contribution</b>
PA/13/00218	Aldgate Place	Provision of new open space or improvements to existing open space in the following locations (in order of priority) (a) Whitechapel Ward, (b) wards adjoining Whitechapel ward, (c) and other parts of the borough.	£863,392	£676,704.24	31.10.2024
PA/13/01168	100 Whitechapel Road	For public realm improvements in the borough.	£50,743.93	£50,743.93	5 years from the date of practical completion

CIL

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

### **3.0 Legal Comments**

- 3.1 Legal Services considers the Whitechapel Public Realm Improvements Projects to satisfy the terms of the S106 agreements set out at paragraph 2.5 above.
- 3.2 This PID reflects the various parties' intentions at the time the agreements were entered that the financial contributions would be used by the Council either towards providing new open space, improving existing open space or improving public realm. The overview of the projects in paragraphs 4.6 to 4.8 is helpful in showing how the money shall be used and will meet the intentions of the s106 agreements.
- 3.3 PA/13/00218 is clear that the contribution is only to be used for either the provision of new open space or improvements to existing open space and so officers are advised to ensure that this money is ringfenced only to those projects which concern open space. The contribution further requires that the money is used as a first priority in the Whitechapel Ward; it is clearly evident that the projects proposed shall all be based in this area.
- 3.4 PA/13/01168 is clear that the contribution is to be used by the Council for public realm improvements and so as already advised in para 3.3, officers should ensure this money is ringfenced to those projects which meet this purpose.
- 3.5 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.
- 3.6 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.
- 3.7 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.

### **4.0 Overview of the Project**

- 4.1 The projects will deliver part of the priority public realm interventions identified under the public realm and open space studies for Whitechapel. This PID includes a

Project Manager and Specialist Officer roles to support and steer design, delivery and day to day management.

4.2 In 2016 the Whitechapel Delivery Team commissioned and subsequently published two studies tasked with analysing the existing conditions of public realm and open space in Whitechapel to identify the potential long-term improvements as well as propose solutions for interim activities to uplift the use of open space in Whitechapel. Both studies, namely the Whitechapel Public Realm and Open Space Guidance and the Whitechapel Active Spaces Framework, have come out of the Whitechapel Vision Masterplan and provide the next level of design guidance and a response to the vision of lively streets and high quality public realm and open space. The main findings from both studies have shown that there is:

- Lack of well performing public space in the Whitechapel Masterplan Area
- Poor distribution of open space
- Lack of areas to encourage sporty, active use
- Lack of quality and quantum of open space
- Lack of trees and urban greening
- Vehicle dominated environment where infrastructure for pedestrians is not well represented
- Lack of amenity space to support existing civic uses
- Poor environment conditions and cumulative impact of development putting stress on available open space in the area

4.3. Collectively the studies have identified a number of projects to tackle these issues and deliver improvements to the public realm environment in Whitechapel. The complete bank of projects includes both interim and medium to long-term proposals with a total estimated cost of approximately £15m.

4.4. To help prioritise investment the Whitechapel Delivery Team has devised a prioritisation methodology and matrix which provides a scoring to each project by giving consideration to a range of criteria, including: availability of internal funding for the project and potential to attract match funding, on-going finance requirements, wider benefits and implications, deliverability, context of project and proximity to other forthcoming development projects in the area, land ownership, Whitechapel Masterplan fit and Corporate Strategy fit.

4.5. This matrix has been applied together with a wider rationalisation of the long list of proposed projects to assess the need and impact of individual interventions in order to bring forward those that are deliverable within shorter to medium term timescales

and represent a potential to bring the most tangible benefits to all in Whitechapel within the set timescales.

4.6. This PID consists of the following priority projects, organised under two themes:

**Streets Are Spaces Too** – projects that highlight streets as an integral part of the public realm and help to improve the experience of pedestrians and support the creation of more and pleasant walking routes through Whitechapel, in line with the public open space priorities and secondary pedestrian loop routes identified by the Whitechapel Vision Masterplan (please refer to figure 10 on page 13 of the Masterplan document). The work on the Masterplan and subsequent studies has highlighted the acute shortage of public open space in Whitechapel. As such recommendations from the studies are to ensure available spaces are assessed holistically and opportunities for providing public amenity are considered across urban thresholds through design and implementation. The delivery of these projects and related spend of s106 funding will look to ensure that elements of the projects related to works on the highway are allocated to planning application PA/13/001168 and works related to achieving open space and related amenity outputs are allocated to planning application PA/13/00218.

### **1. Durward Street**

4.7 Durward Street currently houses the northern exit to Whitechapel Station and is due to be upgraded prior to the arrival of Crossrail in late 2018. The area is within one of the key areas of transformation as per the Whitechapel Vision and it is envisaged that pedestrian needs will be significantly increased after the full completion of the station and its follow up official opening. The Whitechapel Masterplan identifies Durward Street as forming part of a secondary pedestrian loop running parallel to Whitechapel Road that provides the opportunity to achieve a public space along the route. Initial plans have been prepared by Crossrail for public realm improvements in the vicinity of the station and the potential reinstatement of a public open space that was previously located on the land of the temporary ticket hall that is still in use. This project is an opportunity to incorporate the improvements proposed by Crossrail and build upon those to arrive at a more comprehensive scheme that achieves high quality public open space, creates a sense of arrival, as well as an opportunity to make the nearby Whitechapel Sports Centre more visible to an increased footfall and passenger numbers. This will be ensured through focused meetings with Crossrail representatives and their involvement and participation on the Project Board.

## 2. Brady Street

- 4.8 Brady Street currently provides a key connection to local amenities, including the Whitechapel Idea Store and the Swanlea School. Furthermore, with the arrival of Crossrail in late 2018, the route is likely to experience higher footfall drawn in from the proposed back entrance to Crossrail station on Durward Street. Proposals include traffic-calming interventions in order to provide more space for pedestrians and slow the traffic flow, as well as enhanced square along Brady Street to provide inviting and sociable space along the route, with greening to further enhance the pedestrian experience.

**Open Spaces** – projects that seek to improve existing open land and introduce new uses to under-utilised spaces in order to enable a more diverse range of activities within open spaces and promote health and well-being among local residents.

3. **Grow It Here** – bringing forward one of the priority pilot projects from the Whitechapel Active Spaces Framework. The “Grow it Here” project will seek to unlock under-utilised available land on Whitechapel’s Estates to re-introduce as growing plots to local residents. The project will present more opportunities for local residents to be involved in growing initiatives in their area.

4. **Chicksand Estate Landscape Improvements and Montague Shared Green** – It is proposed that these projects are progressed together due to the proximity of the sites and the shared objective they have of improving available open space for local residents and unlocking more opportunities for community activities on available land. A Landscape Improvement Plan for the Estate was completed in 2016 and this project will bring forward the first phase of proposed physical interventions.

- a. **Chicksand Estate Landscape Improvements – Kingward House Green** - it is proposed that this PID will provide a top up to the existing S106 funding allocated to landscape improvements at the Chicksand Estate through the Pocket Parks PID (consisting of a total of £48,000) in order to support an extended programme of improvements to maximise the use of the space available and deliver wider benefits for estate residents. Improvements will focus on the underused green space between Kingwood and Bloomfield House to transform it into a welcoming



and safe space for children and adults. Tower Hamlet Homes, who lease the land in question from LBTH, have been informed of the proposed interventions through the initial Chicksand Estate Landscape Plan that was completed in 2016 and have shown continuous support for the delivery of the improvements. They will be re-engaged through the re-design of the original proposals and subsequent delivery through targeted meetings and their participation in the Project Board described under section 6.0 of this document.

- b. **Montague Shared Green** – project to improve an underused grassed space at the Western end of Old Montague Street and re-introduce it to the public. Interventions to include planted seating edge, more greening to improve amenity, introduction of growing plots and water supply to invite community growing and encourage residents to take ownership and care for the space. Tower Hamlet Homes, who are owners of the land, had previously been supportive of the location of a community garden on that piece of land. The Whitechapel Delivery Team will be re-engaging with the landowner to assert that, but we believe there will be support from the landowner to create amenity space at the Montague site through landscaping initiatives before longer-term proposals are considered in detail for this site.

## 5.0 Business Case

### Overview/General

- 5.1 The open space studies completed last year for Whitechapel, which build on the objectives set out in the Masterplan, and provide the basis and justification for the projects included in this PID.
- 5.2 The studies have highlighted a range of challenges and identified opportunities to tackle these challenges, including:
  - Cater for planned increased footfall in the area, especially in the context of Crossrail station opening planned for December 2018.
  - Create gateways and a sense of entrance into the town centre area and reinforce Whitechapel as a destination.
  - Rationalise existing streetscape and deliver high quality public realm accessible to all.
  - Activate under-utilised spaces in the Masterplan area.

- Promote interventions that boost community health and well-being for residents, workers and visitors.
- Provide active spaces for use throughout the day and into the evening.

### Project Drivers

- 5.2 Significant change is expected in Whitechapel in the next 10-15 years as larger developments within the Masterplan area come to fruition. The demographics are expected to transform and large increase in population as well as future developments expected to be at higher densities will create pressure to existing open spaces and public realm. The arrival of Crossrail will also see a significant rise in the numbers of passengers arriving in the area, putting further stress on streets and public realm and increasing the need for a well-designed and connected pedestrian environment. As a result the network of streets, public realm and open spaces in Whitechapel will have to work harder to cater and be attractive to an increased variety of users.
- 5.5 London Borough of Tower Hamlets is in the process of preparing its design proposals for the new Civic Centre at Whitechapel in the former Royal Hospital. Increased day-time work-day population as a result of the completion of the new Civic Centre will require public realm and open spaces in Whitechapel to work harder to provide for the demand. Initial plans suggest that the external public realm to the north of the building along Whitechapel Road will be re-designed to provide fully accessible environment that is enhanced through landscaping and public amenity. The external public space to the south of the building is owned by Barts NHS and discussions between stakeholders on the future of that space, known as the London Square, are progressing. Any public realm proposals will be tied into the concepts and proposals for the London Square and the external public realm of the new Civic Centre as necessary.
- 5.3 Improvements to the public realm in Whitechapel are crucial to ensure there is a visual signal of positive change happening in the area and that Whitechapel is changing, enforcing a sense of destination and helping boost footfall.
- 5.6 The PID aims to address the challenges that the Whitechapel area faces via a range of interventions as set out below.

### **Transforming the Public Realm**

- 5.7 The study area requires significant and comprehensive public realm improvements

to transform the appearance of key spaces, and lift and regenerate the Whitechapel area as a whole. Practical interventions will:

- Deliver pedestrianised streets, or at the very least highly shared spaces, and subsequently rationalise street furniture to provide more generous streetscapes.
- Embellish existing open spaces by removing unnecessary barriers and enhancing the offer of play space.
- Consider key linkages and connections in the study area, and enhance them to better integrate local schools, businesses, open spaces, estates, and civic uses, and accordingly improve visibility and accessibility of local assets.

### **Activating Spaces**

5.8 There is a quantum of under-utilised land and development sites within the study area and opportunity for meanwhile interventions to demonstrate how activities can be hosted and also set a precedent for spaces.

- Projects will comprise a community health and well-being aspect, for instance the provision of seating and planting along Montague Street.
- Allow for meaningful engagement with a variety of user groups early-on and enable the Council to measure both positive and negative impacts and perceptions and base forward decisions on this evidence.

### **Added Value**

5.9 The continued Council's investment in this project initiative will help to improve the perception and image of Whitechapel, to attract inward investment and provide the community with confidence that the Council is commencing to lead the delivery of the Whitechapel Vision Masterplan. The proposed public and private investment value of the regeneration is estimated in the Masterplan to be around £900 million and, therefore, it is essential that the Council gives the confidence to these stakeholders that it is making a clear commitment to physical regeneration in Whitechapel. The delivery of priority interventions will assist in maintaining the momentum and interest in the project. It is, therefore, considered, that this investment of S106 monies as an upfront investment in the public realm will secure future investments and, importantly, the confidence of the Borough's residents and commercial market that regeneration in Whitechapel is developing/progressing.

### Deliverables, Project Outcomes and Benefits

5.10 The projects will produce the following **outcomes**:

- Supporting the use of existing and newly improved public realm and open spaces as places for the local community to come together promoting civic

pride and encouraging community cohesion.

- Involving the local community in creating and delivering publicly accessible and meaningful spaces.
- To encourage and support the development of new types of connectivity among the diverse residents and visitors to Whitechapel in the built environment.
- Reinforce character and sense of place in Whitechapel to ultimately improve the everyday experience of residents, visitors and workers in the area.
- Achieve accessible, healthier and vibrant amenity spaces for all in Whitechapel.
- Improve quality of life and experience for all in Whitechapel.

5.11 Specific project **deliverables**, that will contribute to these outcomes include:

- Concept designs for schemes to improve the public realm in the study area.
- Community involvement and outreach reports as required by individual projects.
- Community outreach events and activities and subsequent evidence and engagement reports that would help inform the ultimate project deliverables.
- Detailed design specifications for taking projects forward into physical delivery on each individual project.
- Management plans – ensuring that the management of newly improved spaces is carefully considered and planned to cater for an increased use, according to changing demographic profiles in Whitechapel.
- Physical improvements to streetscapes – i.e. newly paved areas, installation of public seating, de-cluttering, art installations, growing plots, new trees and landscaping, enhanced greening, incidental play and street furniture, etc.

#### Other Funding Sources

5.12 Presently the projects do not have other funding sources allocated to them. The Whitechapel Delivery Team is and will continue to explore opportunities for external match-funding in order to invest into a larger programme of public realm improvements in line with the projects prioritised as part of this PID. If funding from this current PID is successfully secured, the team will explore opportunities to leverage this internal S106 funding to secure match funding both internally as well as through external resources from the GLA, Big Lottery Fund or other funding bodies.

#### Related Projects

5.13 There are a couple of projects that are in the process to be delivered by other teams within Tower Hamlets that have an overlap with the projects proposed in this PID, namely:

- Ford Square
- Cavell Street Gardens
- Town Hall
- London Square
- Green Spine

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

6.1 The Project Manager will ensure that there is effective participation and involvement with the local community, including local residents, local schools, community organisations and other agencies in the development and delivery of individual projects.

6.2 Key stakeholders in the Whitechapel Masterplan area including TfL, the GLA, Barts Health NHS Trust, Queen Mary University of London, Sainsbury's, London Newcastle and London and Quadrant Housing will be engaged in relevant projects. Where it is advantageous, partnerships with other organisations such as Crossrail and local voluntary and arts sectors will be encouraged. These stakeholders will be invited to participate and invest in individual projects following the approval of the PID and project briefs agreed.

6.3 Suitable consultants will be procured through the standard Tower Hamlets procurement process to undertake the work on delivering the priority projects identified.

6.4 The Schedule of Works attached as Appendix 1 sets out individual projects in more detail in terms of the type of works proposed and the start and completion date. The projects will be led by the Project Manager and reviewed by the Whitechapel Delivery Team on a regular basis. They will report quarterly to a Project Board that will be specifically set up by the Whitechapel Team. The Project Board will include representation from across Tower Hamlets, including Park, Highways, Public Health, Capital Delivery, and will collectively decide on and devise the roles and responsibilities on individual projects. Input on individual projects will be required from different departments and the right level of input will be decided through the Project Board.

- 6.5 The feasibility, design and engagement stages of each project will be carried out by external consultants procured through the standard Tower Hamlets procurement process working closely with the Project Manager to ensure outputs are met within set timescales and value for money is enhanced through the lifecycle of the scheme.
- 6.6 The implementation of capital works on selected projects will be managed by the Council's Capital Delivery Team or the Highways Team, as appropriate. Close supervision will be provided by the Whitechapel Delivery Team Project Manager to ensure that vision and objectives set out in the beginning are met and achieved through the delivery stage of projects.
- 6.7 The individual projects will be monitored through the Project Board to ensure each scheme is on target with regard to spend and timescales.
- 6.8 This PID has been developed for the purposes of securing the required funding for the delivery of projects identified through the Phase 1 Whitechapel Public Realm and Open Space Guidance.

## **7.0 Infrastructure Planning Evidence Base Context**

- 7.1 The projects are referred to in the Infrastructure Delivery Framework and are consistent with the projects proposed within the Framework to help meet the Council's needs.
- 7.2 The Whitechapel ward is given an "area of high need" prioritisation, please refer to page 90, and table 31 of the IDF.
- 7.3 Two main project references to Whitechapel can be found in the Infrastructure Planning Delivery Framework in relation to publicly accessible open space. One refers to the creation of a new publicly accessible open space within the Goodman's Fields development which is being progressed through the development process. The second reference is to various open spaces that form part of the implementation of the Whitechapel Masterplan. The priority of both projects is marked as "area of high need".

## **8.0 Opportunity Cost of Delivering the Project**

- 8.1 The S106 contributions allocated for this project are specifically assigned for the

delivery of public realm improvements within the Whitechapel Masterplan Area. As such the use of the identified S106 funds to deliver projects to improve the public realm are consistent with the funding requirements associated with the Planning Application identified.

## 9.0 Local Employment and Enterprise Opportunities

9.1 The project will be delivered through a combination of existing term contractors to the council and new procurements. The Council’s procurement processes contain provisions to ensure that contractors deliver appropriate community benefits including local employment and enterprise opportunities over the contract term.

## 10.0 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>
Design fees	£54,000.00	S106	Capital
Durward Street	£113,000.00	S106	Capital
Brady Street	£120,450.17	S106	Capital
Grow It Here	£40,000.00	S106	Capital
Chicksand Landscape Improvements	£150,000.00	S106	Capital
Montague Shared Green	£25,000.00	S106	Capital
Contingency allowance for the Chicksand Landscape Improvements	£25,000.00	S106	Capital
Project Management (Project Manager and Specialist Project Officer)	£100,000.00	S106	Revenue
Contingency allowance	£100,000.00	S106	Capital

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
<b>Total (exclusive of VAT)</b>	<b>£727,450.17</b>		

- 10.1 Any contingency that remains unused will be used for additional S106 works within the Whitechapel Masterplan Area to support the delivery of an extended portfolio of public realm and open space improvement projects that aim to achieve the objectives as set out in section 1.7. Alternative options for projects are listed under Appendix B: Options List and shown on the map under Appendix C. Any underspend on Project Management costs will be re-allocated and spent on project delivery.
- 10.2 Projects from the Options List presented under Appendix B will also be progressed in the case that major and unresolvable issues arise with the above projects, adversely affecting delivery within the set timescales. In the event of this occurring, the Project Board will be duly consulted on the projects to be progressed and any need for re-allocation of the budget. The options list showing projects that can be further undertaken is attached to this document as Appendix B.

### Project Management

- 10.2 The Project will be managed in house by the Whitechapel Vision Delivery Team and delivery of the projects will be steered by the Whitechapel Public Realm Improvements Board.

### Financial Profiling

<b>Table 2</b>									
<b>Financial Profiling</b>									
<b>Description</b>	<b>Year 2018</b>				<b>Year 2019</b>				<b>Total</b>
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Durward Street		£6,000	£8,000	£111,000					<b>£125,000</b>
Brady Street				£4,000	£2,000	£5,000	£124,450.17		<b>£135,450.17</b>
Grow It Here					£5,000	£32,000	£3,000		<b>£40,000</b>
Chicksand Landscape Improvements		£7,000	£7,000	£3,000	£160,000				<b>£177,000</b>
Montague			£5,000	£10,000	£10,000				<b>£25,000</b>



Shared Green								
Chicksand Landscape Improvements Contingency			£25,000					<b>£25,000</b>
Project Management Contingency		£20,000	£20,000	£20,000	£20,000	£20,000		<b>£100,000</b>
		£25,000	£25,000	£25,000	£25,000			<b>£100,000</b>
<b>Total</b>	<b>£13,000</b>	<b>£65,000</b>	<b>£198,000</b>	<b>£222,000</b>	<b>£82,000</b>	<b>£147,450.17</b>		<b>£727,450.17</b>

Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	Concept Design and Consultation	£27,000	October 2018
2	Detailed Design	£27,000	August 2019
3	Implementation of Works	£445,450.17	September 2019
4	Evaluation	£3,000	April 2019
5	Project Manager and Specialist Officer to oversee delivery of the projects	£100,000	September 2019
6	Contingency provision for capital works.	£125,000	September 2019
<b>Total</b>		<b>£727,450.17</b>	

## 11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Owen Whalley (Divisional Director Planning and Building Control)
- Project Manager: Mahbub Anam (Interim Strategic Project Manager Whitechapel Vision Delivery Team)

## 12.0 Project Reporting Arrangements

Table 4				
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
S106 Programme Delivery		Finance S106 Programme Manager, WVDT officer	Forecast vs Actual Spend and Delivery against set outputs; Key Issues and Risks Log; Benefits Outcome Monitoring.	Quarterly
Public Realm Improvements Programme Board		WVDT Project Manager, Relevant Senior Representatives from Capital Delivery Team, Highways Team, Public Health Team, Public Realm Team	Key risks and issues; Potential links with other projects in delivery by other teams; Forecast vs Actual Spend and Delivery of outputs.	Quarterly
Project Working Group		WVDT Project Manager, Appointed Project Consultants, Key internal or external stakeholders as identified per individual projects, i.e. Highways, Public Health, Public Realm, Tower Hamlets	Project development, design and implementation.	Monthly and also ad hoc as required by the needs of individual projects.

Table 4			
Group	Attendees	Reports/Log	Frequency
	Homes, etc.		

### 13.0 Quality Statement

13.1 The quality of the project will be assured through regular monthly monitoring to be undertaken in accordance with existing protocols and policy requirements. Outcomes will be highlighted and reports on progress provided to the individual project Working Groups and when required to the Project Board.

### 14.0 Key Risks

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

Table 5							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Cost of individual projects exceeds budget following detailed feasibility.	Increase scope	Reduce scope of deliverables to fit within budget constraints. Use of contingency budget.	Ensure project budgets are based on robust technical feasibility.	3	2	2
2	Delay in finding suitable consultants through procurement within required timescales.	Delays in delivery	Delay in project delivery.	Allow contingency time for an extended timescales for procurement to ensure suitable consultants on board for a successful delivery.	2	2	2
3	Lack of engagement with local user groups.	Low numbers of local users involved.	Review engagement techniques and seek further activities to gauge local	Early-on engagement and identification of user groups and stakeholders.	2	2	2

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
			interest				
4	Individual projects overrun.	Changes to implementation of the work programme	Delay in delivery/completion of improvements	Projects will be monitored through the Project Board.	3	3	3

## 15.0 Key Project Stakeholders

15.1 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>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
The Mayor and Lead Member for Public Realm	Accountable for the delivery of strategic objectives and spend of S106	Briefing notes and 1 to 1 meetings	Project inception, project development, approval of project delivery
Local residents and businesses	Impact of projects on local access/trade. Opportunities for involvement in proposed activities.	Letter/Leaflet/Verbal communication at engagement events; social media (e.g. twitter); East End Magazine	During consultation and/or engagement activities as part of projects
Key landowners in the area	Barts, Queen Mary University, Sainsbury's, TfL	Progress/Highlight reports	Quarterly (or monthly as required by the needs of individual projects)
Elected members in concerned Wards	Accountable for delivery of strategic objectives	Mainly through email	Notification on planned activities/improvements in their respective areas and

Table 6			
Key Stakeholders	Role	Communication Method	Frequency
			seeking advice and feedback
Crossrail	Impact and overlap with planned improvements, especially around Durward Street	Email and meetings with representatives (at office and on site)	Development of individual projects, design and implementation of works
Internal stakeholders (Public Realm, Public Health, Capital Delivery Team, etc)	As required by individual projects	Email and meetings	Project inception, project development, approval of project delivery

## 16.0 Stakeholder Communications

### 16.1 Consultation up to now

Two studies have been commissioned and completed that have identified key issues and proposed solutions in relation to public realm, open space and interim opportunities in the Whitechapel Masterplan area, namely the *Whitechapel Public Realm and Open Space Guidance (2016)* and the *Whitechapel Active Spaces Framework (2016)*. Both studies were underpinned by extensive consultation, stakeholder engagement and focus groups. Similarly, a Landscape Improvement Plan for the Chicksand Estate was completed on the basis of extensive co-design activities undertaken with local residents and community groups based at the Estate. Furthermore, Crossrail have consulted on their proposals through their Liaison Meeting which is attended by residents from Kempton Court and Collingwood Estate. These proposals from this Whitechapel Public Realm Improvements Projects PID have been presented at the Crossrail Liaison Meeting in October 2017 as well as the Whitechapel Housing Forum in November 2017.

### 16.2 Stakeholder engagement

Communication plans will be prepared for individual projects as required and necessary, responding to the needs of each project. The key messages that the projects will seek to get across are:

- Communicating opportunities for the involvement of the public in specific projects;

- Use every opportunity available to communicate success and positive change;
- Reporting progress on delivery against set outputs and against spend;
- Communicating the benefits of individual projects to residents, businesses and other stakeholders in the area.

Extensive engagement with stakeholders, residents, businesses, relative community groups (and other user groups as required by the needs of individual projects) will be carried out on individual projects through consultation events and design workshops where participation and collaborative design will be encouraged. This will be an integral part of consultant briefs. Skills in participatory design and meaningful stakeholder engagement will be important requirements in the selection process.

### 16.3 Related Projects

There are also projects led by internal colleagues which have a clear overlap with the projects proposed under the Whitechapel Public Realm Improvements Projects PID. WVDT are working closely with the internal teams that are developing those projects and will seek to make the most of opportunities for cross promotion of consultation events as well as utilising them as additional opportunities to gather feedback and understand concerns and needs of residents.

#### London Square

We are working closely with the Civic Centre project team to shape proposals for the development of the London Square and make the most of opportunities from planned consultation events.

#### Ford Square and Cavell Street Gardens

Initial consultation on the project for landscape and play improvements at Ford Square and Cavell Street Gardens is currently scheduled for May-June. The Whitechapel Delivery Team has been involved in this project from the start, led by the Capital Delivery Team, and will be taking part in the consultation activities.

### 16.4 Wider Public Realm Improvements Programme for Whitechapel

In order to meet the public realm and open space improvements proposed through the Masterplan and the supporting studies, a wide ranging programme of enhancements will be necessary. The Whitechapel Team will undertake further public engagement to define further this programme and will then seek funding to support the delivery of multiple interventions. This PID seeks to secure funding for the delivery of a small number of up front projects that are deemed well advanced

and/or urgent in nature. Their delivery will not undermine the longer term programme or the need to engage local people before implementing more wholesale delivery.

## 17.0 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, Place	Owen Whalley		

## 18.0 Project Closure

- 18.1 Once this project has been completed a project closure document will be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.

## **Appendices**

Appendix A: Schedule of Works

Appendix B: Options List

Appendix C: Map of Projects

Appendix D: Project Closure Document

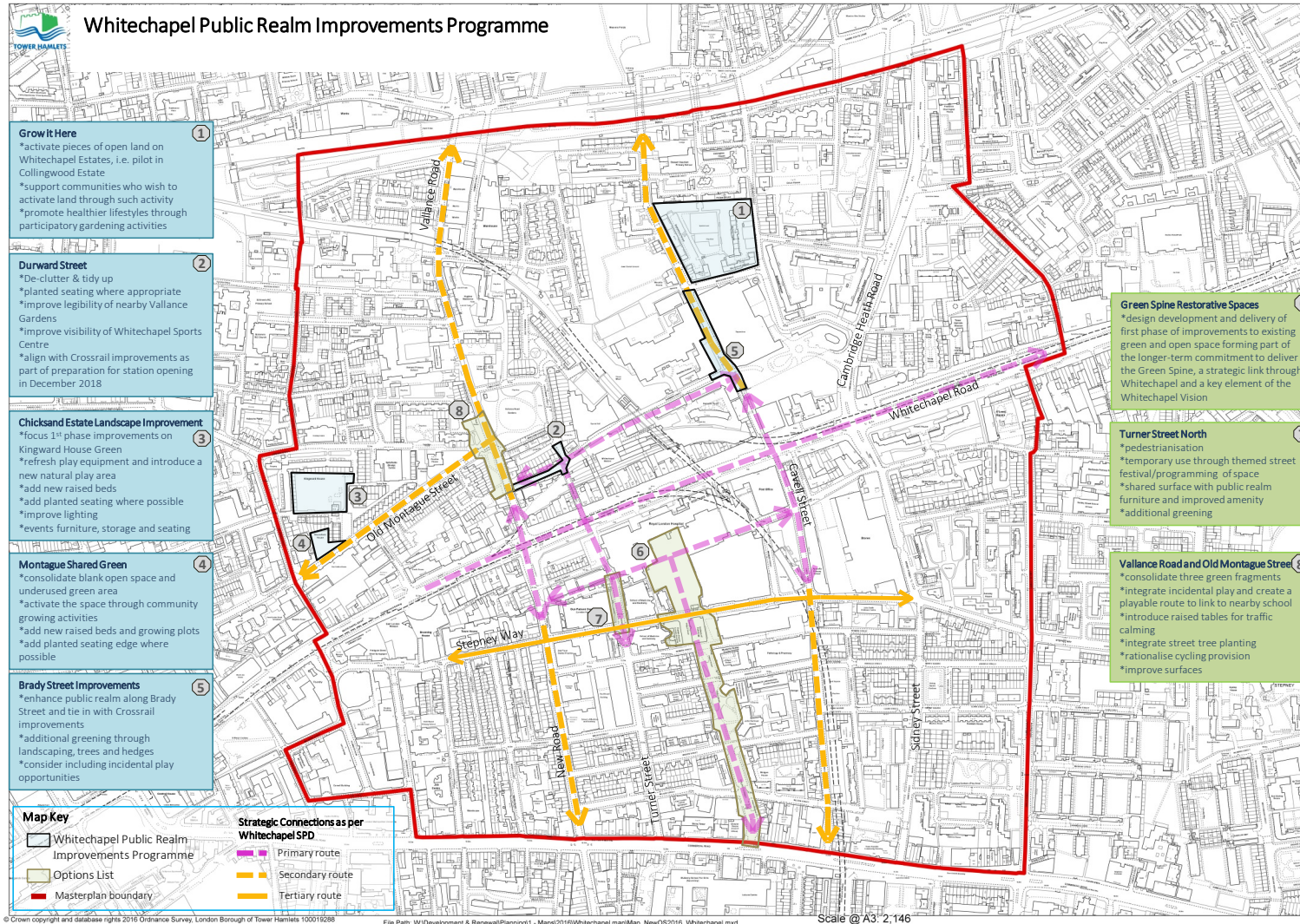


## Appendix B

### Options List

Theme	Address/Name	Proposal	Current Cost Estimate
Street as Amenity	Turner Street North	Improvements to the pedestrian link to Whitechapel Road at the North side of Stepney Way, with three planting, street furniture provision and SUDs, incidental play opportunities. Street to be tested as pedestrian/cycle only.	£ 135,000.00
Open Spaces	Green Spine Restorative Spaces	Design development and delivery of first phase of improvements to existing green and open space forming part of the longer-term commitment to deliver the Green Spine. A strategic link through Whitechapel and a key element of the Whitechapel Vision, the Green Spine will provide an active green route between Commercial Road and Whitechapel Road through a series of well-designed spaces for the community to enjoy, relax and socialise within.	£ 200,000.00
Street as Amenity	Vallance Road and Old Montague Street	Consolidate three green fragments; continuation of playable route to link nearby schools; raised tables; rationalising cycling provision, integrate street tree planting, incidental play.	£ 340,000.00

# Appendix C



## Appendix D

Project Closure Document			
<b>1.</b>	<b>Project Name:</b>		
<b>2a.</b>	<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"/>
<b>2b.</b>	<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>Please Tick ✓</b>		
	<b>Yes</b>	<b>No</b>	<input type="checkbox"/>
<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>
		<input type="checkbox"/>	<input type="checkbox"/>
<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>Please Tick ✓</b>		
	<b>Yes</b>	<b>No</b>	<input type="checkbox"/>
<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>
		<input type="checkbox"/>	<input type="checkbox"/>
<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>		
	<b>Please Tick ✓</b>		
	<b>Yes</b>	<b>No</b>	<input type="checkbox"/>

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> <hr/> <hr/>				
	<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> <hr/> <hr/>				
	<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> <hr/> <hr/>				
	<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> <hr/> <hr/>				
	<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> <hr/> <hr/>				
	<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