

PUBLIC ACCOUNTS SELECT COMMITTEE		
Report Title	Public Realm Works - Monitoring	
Key Decision	No	Item No. 3
Ward	All	
Contributors	Director of Regeneration and Asset Management	
Class	Part 1	Date: 2 nd December 2015

1. Purpose:

1.1 The Public Accounts Select Committee agreed to undertake a review of the delivery of the council's public realm works as part of its work programme for 2015/16. This report and appendices, coupled with evidence to be provided at the meeting, will provide information for the Committee to discuss as part of the monitoring process.

2. Recommendations:

2.1 The Select Committee is asked to note the contents of the report and consider the information presented at Committee.

3. Policy Context:

- 3.1 A number of strategies and plans are relevant to the proposed monitoring.
- 3.2 Lewisham's overarching Sustainable Communities Strategy sets the vision for the future of the borough. One of its key priorities is to create a 'clean, green and liveable environment – where people live in high quality housing and can care for and enjoy their environment'. A contributory aim of this priority is to: "protect and enhance our parks, open spaces and local biodiversity".
- 3.3 Another priority is 'healthy, active and enjoyable place – where people can actively participate in maintaining and improving their health and well-being'. A further contributory aim to this priority is to: "improve the well-being of our citizens by increasing participation in healthy and active lifestyles.
- 3.4 The Regeneration Strategy '*people, prosperity and place*' is also relevant and links the Council's corporate priorities to the development and regeneration of Lewisham's communities, the local economy, the built environment and public realm.
- 3.5 Lewisham's latest Strategic Asset Management Plan (2015-2020) sets out

the opportunity to optimise the use of assets to maintain the quality of service provision while further driving reductions in expenditure and exposure to costs; and to reframe the focus across the borough based on the evolving picture on housing, regeneration, development and public realm. During the life of the last Asset Management Plan (2010-2014) the Council made savings of over £100m with significant savings achieved through better use of assets and management of public realm.

- 3.6 Lewisham's Open Space Strategy 2012 – 2017 outlines a vision 'to protect, enhance and cherish open space for the benefit of local people, the wider community and for future generations'. Its principal aims include: promoting and supporting urban renaissance; promoting social inclusion and community cohesion; promoting healthy lifestyles and wellbeing; protecting and enhancing open space; and to promote a safe and secure environment.

4 Background and Narrative:

- 4.1 At the meeting of the Public Accounts Select Committee on 14th April 2015 the Committee resolved to undertake a monitoring exercise looking at how public realm works are conceived, developed and managed within Lewisham as part of its work programme for the municipal year 2015/16.

- 4.2 Members were interested in how public realm works are developed from inception through to delivery and in particular the framework and processes around how the contracts are procured, managed and closed-off, and how any lessons learned are filtered through future public realm works.

- 4.3 The borough has seen significant change over the past decade. Over the same period the Council has delivered a considerable number of important and beneficial public realm schemes across the borough. These have and continue to have a significant impact in supporting the borough's infrastructure, particularly in providing improved places for citizens with a focus on the environment, play, health and public safety.

- 4.4 Public realm is defined as any publicly owned streets, pathways, rights of way, parks, publicly accessible open spaces and any public and civic building and facilities. The quality of our public realm is vital if we are to be successful in creating environments that people want to live and work in. Public realm works are therefore works/projects carried out to create or improve the existing public realm.

- 4.5 As noted above, the council together with its partners have invested in a number of key public realm projects over the past decade with others currently in delivery or being developed. **Appendix A** provides a summary of some recent public realm projects delivered by the council. It also includes those in delivery and others currently planned over the coming years.

- 4.6 These projects fall in three main categories:

i) works to public places such as streets, public squares, public areas

etc.

- ii) works to parks and green spaces
- iii) works to provide access and public realm to support new developments

4.7 Public realm projects are mainly delivered across two directorates - Resources & Regeneration (Regeneration and Asset Management Division) and Customer Services (Green Scene). The projects are conceived and funded in a variety of ways:

- i) Through annual submissions to bid for Local Implementation Plan (LIP) or major works funding via Transport For London (TfL): these schemes generally provide improvements to London streets and high streets aiming to improve driving, cycling, parking and pedestrian experiences and often link to wider London objectives such as the: provision of Cycle Super Highways, improving journey times etc. Some good examples are the recently completed projects on Ladywell Road and Sydenham High Street.
- ii) The council's capital programme, for example: major improvements to Pepys Parks and areas across the housing estate were made possible through a capital receipt from the sale of Aragon Tower on the river front in Deptford.
- iii) Through funding from Government agencies such as: the Greater London Authority (GLA). For example, bids were made for Outer London Funding (OLF) to enable major improvements to Deptford High Street and Catford Broadway encompassing new infrastructure and landscaping to the streets as well as other town centre initiatives.
- iv) Planning Framework via S.106 contributions and Community Infrastructure Levy(CIL) allocations that are derived from Planning Conditions which require developers to provide local infrastructure to support their developments. In some instances these are delivered by the developers themselves (with supervision from the Planning Department and Officers in the Highways team) and in others, the developers provide funding for the authority to undertake the works.
- v) Also, some other schemes or projects are conceived and funded bids or partnerships with agencies such as: Heritage Lottery, The Environment Agency, Big Green Lottery, Pocket Park Funding, The Lottery Fund, EU Life. For example European funding (QUERCUS funding) enabled river works to the North Field in Ladywell Park and to Cornmill Gardens in Lewisham town centre).

4.8 Public realm projects often serve as catalysts for change. They are a key part of a Master Planning process in designing and shaping the "Place" and in helping drive inward investment. The North Lewisham Links (NLL) Programme is a good example of this.

4.9 As well as serving as catalysts, these projects and programme often offer a

number of other benefits and outcomes including:

- i) improved safety and reduced fear of crime: this can be achieved through opening up sightlines and entrances, better lighting, increasing opportunities for use therefore providing natural surveillance as more people use the space generating a greater level of activity;
- ii) good use of materials and plants to create a softer landscape and a greener route to will encourage wildlife
- iii) improved play for all ages and an opportunity for people to enjoy the environment.
- iv) better cycling provision, cycle parking and access for those with mobility issues
- v) better pedestrian connections to encourage walking rather than driving or using public transport for short journeys, linking closely to the health agenda for the borough to improve the health and well-being of its community.

4.10 This report is designed to outline the overall project and programme management framework for project delivery across the council including the delivery of public realm works or projects. It does not focus on any particular project or programme but touches, in broad terms, on the framework for delivering public realm works within LBL and how corporate oversight is provided for management and delivery of all projects. A number of appendices have also been included to support the delivery framework.

5 Project and Programme Management Framework:

- 5.1 The delivery all projects and programmes (including public realm projects) are carried out within Lewisham's agreed project management framework which has been developed around the "Projects In Controlled Environments" (PRINCE2) methodology of project delivery. The process is set out in the Council's Project Management Handbook attached as **Appendix B**.
- 5.2 The Handbook provides a standard framework for project management within the Council. The guidance in the Handbook is followed for all projects where total project costs are £40,000* or above. Compliance with the guidance provided by the Handbook is also required by the Council's Financial Regulations. Its overall aim is to achieve a consistency of approach and adoption of best practice, by providing clear guidance on what is required to successfully manage a project throughout the project lifecycle.
- 5.3 The key document in project delivery is the Project Initiation Document (PID). The PID outlines amongst others: the business case; roles and responsibilities; budget and funding; outcomes and benefits; duration; risks; interface and interdependencies; communication and consultation; governance and control; procurement; and project closure.

6 Governance and Oversight:

6.1 The Regeneration and Capital Programme Delivery Board has responsibility and accountability for the delivery of all Regeneration and Capital projects and programmes (of the built environment) and ensuring that all projects and programmes are adequately and appropriately resourced. This also includes the delivery of all public realm projects and programmes.

6.2 It is been established to support the Regeneration Board's objectives, specifically through ensuring that:

i) it sets the annual Regeneration and Capital programme in advance of each financial year.

ii) a consistent and corporate approach is taken to the development and authorisation of all Project/Programme Initiation Documents (PID) and the associated financing and funding of projects/programmes,

iii) strategic guidance is provided to SROs/PMs at key stages of each project's/programmes lifecycle to ensure key decisions are taken (which require input from senior managers across the Council), accountability is instilled and that project delivery meets wider Council objectives,

iv) a consistent and corporate approach is taken to the monitoring, management and delivery of all projects/programmes.

v) it is enabled to manage the delivery of the Programme through appropriate delegated powers (in accordance with the Council's schemes of delegation and standing orders),

vi) it provides periodic higher level feedback to the Regeneration Board regarding progress and learning points (mainly to assist with revised strategy).

6.3 The Board's work places greater emphasis on the management of risk to inform investment decisions. The Board meets on a bi-monthly basis (ahead of Regeneration Board) to review projects and make recommendations to the Regeneration Board.

6.4 The delivery of a typical project requires Project Managers to submit Highlight Reports to the Board to indicate spend and progress on projects and a traffic light system is used to identify and evaluate project risks. Projects are also required to have internal project monitoring and oversight provided by the Senior Responsible Officer or Sponsor of a particular project.

6.5 All public realm projects and works operate within the governance and oversight framework described above.

7 Procurement and Contract Management:

7.1 Lewisham has produced a guide to the procurement and management of the

whole contract cycle, known as 'Contract Procedure Rules for the supply of Goods, Services and Works' which is attached at **Appendix C**. It sets out the various steps and key stages of the procurement and contract process and rules, council policies, relevant legislations and legal requirements for procurement and letting of all contracts.

7.2 Members should pay particular attention to Chapter 5 where contract risk management is addressed. There is also a practice note that goes into more detail on how to manage contracts attached at **Appendix D**. Again members' attention is drawn to Chapter 3 where further details can be found.

7.3 The delivery of public realm works is undertaken through the guidance provided by these documents.

8 Lessons Learned:

8.1 Once a project is completed a Project Closure report is prepared by the Project Manager highlighting the benefits achieved and any lessons learned to avoid repetition of events that have not gone well through future projects. This is reported and evaluated by the Capital Programme Delivery Board.

8.2 Projects are unique by their very nature therefore it is difficult to identify a specific set of lesson's learned, however **Appendix E** provides some common lessons learned that have already resulted in action taken or will require some further input by officers to avoid them reoccurring.

9 Further Implications:

9.1 At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each is addressed as part of any project development and delivery.

Appendices

- ❖ Appendix A: Summary Public Realm Projects
- ❖ Appendix B: Project Management Handbook
- ❖ Appendix C: Contract Procedure Rules For Supply Of Goods, Services and Works.
- ❖ Appendix D: Practice Note – Managing Contracts
- ❖ Appendix E: Public Realm Works – Sample Lessons Learned Log

If you would like further information on this report please contact Kplom Lotsu, SGM Capital Programme Delivery extension **49283**