

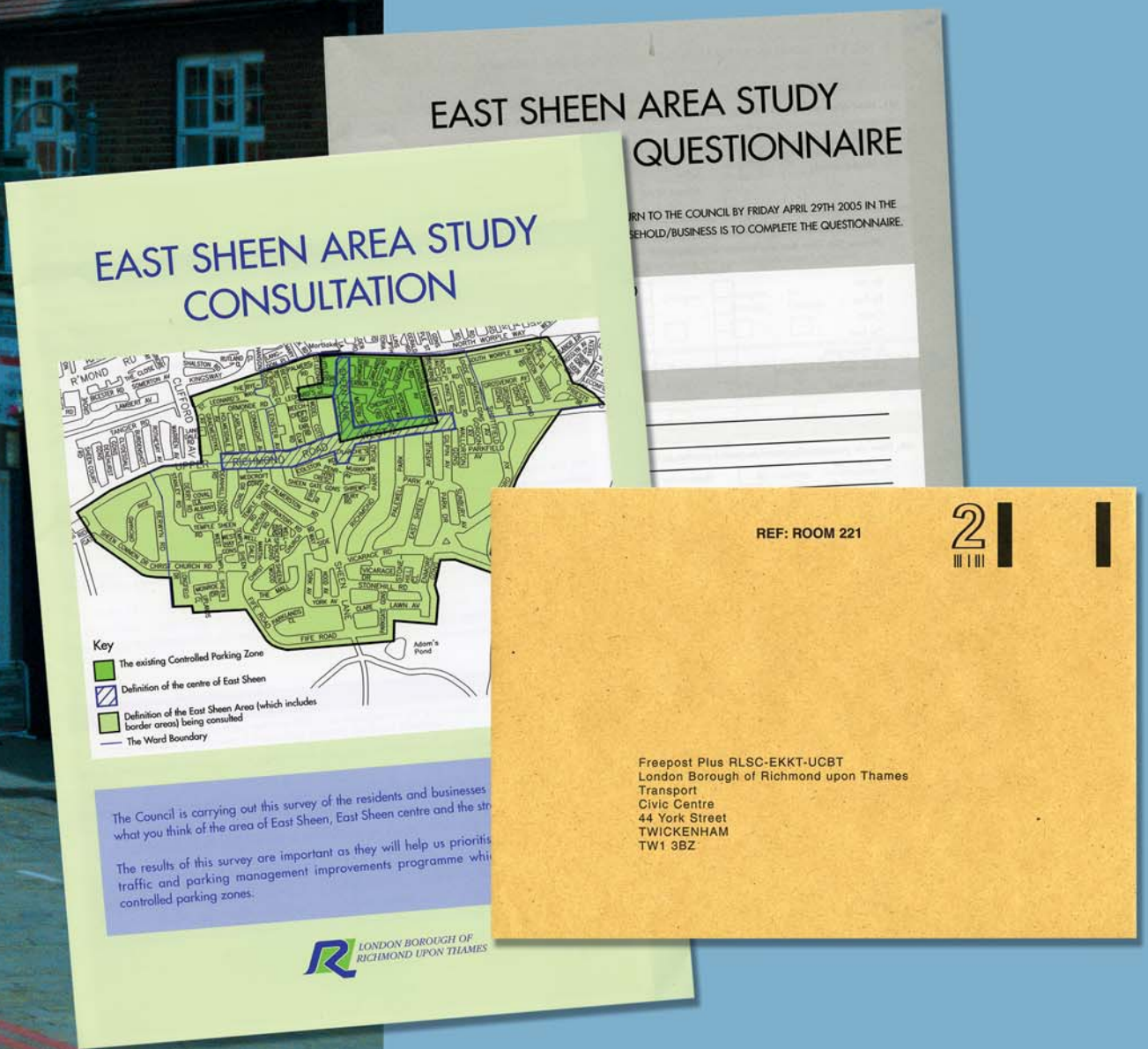
3 Procedure



3 Procedure

3.1 AREA STUDIES APPROACH

The approach now being emphasised for public space work is to focus direction on specific areas in the Borough, so that inputs from different sections within the Council and outside bodies can be coordinated for maximum overall benefit. The approach has been piloted in the East Sheen area, where a street scene review has been carried out.



3 Procedure

3.2 PUBLIC SPACE GROUP

The Public Space Group (PSG) has been established to coordinate issues related to the street scene and public space and ensure intersectional collaboration towards improving the public realm. It provides a framework to ensure a consistent and high standard approach to the design and maintenance of street scene and public space issues. It meets regularly and, in addition to the main Policy Group, has a number of subgroups, which include Scheme Review, Design Guide, Communications and Signage.

The following summarises the procedure for progressing proposals. A flowchart is provided to summarise the process (see next page).

What is a scheme?

When is it a 'scheme' and when is it just 'minor works' of street/park furniture or repair work?

A 'scheme' is defined as all 'works' in the public realm except for installation of 'minor' items of street/park furniture and reinstatement of surfacing which accord with the Public Space Design Guide. This latter group of works defined as 'minor works' would only be re-defined as a 'scheme' if it is potentially controversial or likely to be highly disruptive when implemented. It is the responsibility of the appointed project manager to make this decision. All 'schemes' should be submitted by the project manager to the PSG at a very early stage in the form of a brief description of the work.

Why should schemes be submitted to the Public Space Group?

The PSG represents the main disciplines across the Environment Directorate which may be drawn upon in the development of a scheme. It is a more effective use of officer time for input to be provided early on in the scheme development.



Richmond, example scheme

3 Procedure

THE SCHEME PROCEDURE PROCESS

3.3 Scheme initiation

Schemes can originate from: Transport, Highways, Parks, Urban Design, Development Control, Property Services, Communications, Thames Landscape Strategies, Arcadia and local initiatives

3.4 Project management

Project Manager to investigate area, write brief description and add to **list of projects for Public Space Group (PSG)**

PSG to consider /input

Project Brief written by Project Manager – Identify roles, responsibilities, stakeholders, schedule and budget

Hold **'kick off' meeting** with team/relevant contacts (email if small scheme)

3.5 Scheme development/internal consultation

Scheme development which includes drawings/proposals 'Before' photos taken by Project Manager

Go to PSG again with scheme proposal

Other internal consultation

Councillors sent brief and scheme for comment

3.6 External consultation and communication

Agreed with Consultation Manager (in Policy and Design)

Consultation over 3 week period **OR** Inform 2 weeks in advance of implementation

Consultation analysis

Modifications if required ▶ PSG

Feedback to consultees if necessary

3.7 Implementation

Cabinet Member decision (if appropriate)

Arrange publicity and badging with Consultation Manager

Handover for implementation to Highways/Parks as appropriate

Liaise with scheme originator on issues and details

Discussion on site with contractor

Completion ▶ Responsible officer to sign off

3.8 Post implementation

Scheme promotion and/or award submission if showcase scheme

Scheme review including audit and customer survey

Minor Works Procedure Process

Where proposals do not represent 'schemes' – for example small scale single element changes, or a departure from the Design Guide

Minor works/proposals

Discuss with Urban Design ▶ PSG if appropriate

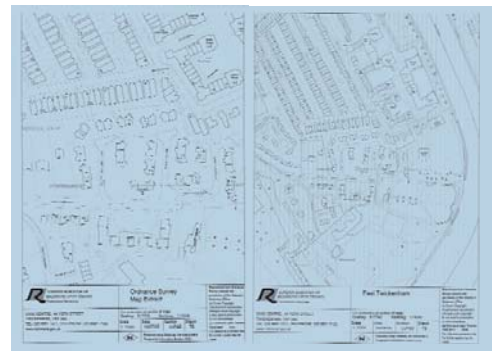


Kew, example scheme

3 Procedure



The Public Space Group



GIS system images

3.3 SCHEME INITIATION

Schemes may come forward from various sources, including:

- Transport – Local Implementation Plan funding submission
- Highways – in connection with maintenance requirements
- Parks – proposals for land managed by Parks and Open Spaces
- Urban Design/other – from conservation and other area studies
- Development Control
- Property Services
- Communications
- Thames Landscape Strategies
- Arcadia
- Local initiatives – eg. Civic Pride initiatives, schemes with local groups
- The Public Space Group may propose initiatives.

Schemes should normally comply with Design Guide and other Council policy. Check relevant documents such as conservation area studies (see list in Appendix). The internal Geographical Information System provides information on the location and extent of listed buildings, Buildings of Townscape Merit,

3 Procedure

Environment Directorate: Project Initiation Brief
Transport Planning Project: Richmond Town Centre, CA3010

A. Team names and responsibilities

Councillors	
Cllr Kreling	Transport Cabinet member
Cllr Marlow	Environment, Highways cabinet member
To approve work	
Richmond Ward Councillors:	
North	Majority of works are in South Richmond Ward, but North Richmond Cllrs may need to be involved
Cllr Hodges	Cllr Bennett
Cllr Taylor	Cllr Bouchier
Cllr Tresigne	Cllr Van Dinter
To approve details of work at key milestones	
Council Team	
Trevor Pugh (020 8891 7907)	Director of Environment team as below
Matt Hill	Section Manager - Transport
Graham Clapson	Senior Engineer - Transport
Clavdia Korobkoff	Project Manager - Transport
David Pope	Urban Design - Transport
Marc Wolfe-Cowen	Urban Design - Planning
Richard Perrins	Tree Works Manager - Parks
Francois Domangue	Section Manager - Highways
Bridget Clements (020 8891 7315)	Communications
Stakeholders	
Town Centre Manager (Karen Pangelly) and businesses	Will have input on functionality of design for town centre commerce and accessibility
SWELTRAC - Robert Mansfield	Funding body for improved access to transport
The Richmond Society (David Shaw)	Local group concerned with the preservation and enhancement of the historic fabric of Richmond and its environs
Network Rail	Owners of land around Richmond Station
LTB Operations/ other private bus cos.	Bus interest
London Cycling Network	Cycle provision interest
Public Carriage Office	Taxi provision interest
Transport for London	Funding body
Emergency services	Emergency access issues
Utility companies	Buried services and future planned works
Tour Coach operators	Leisure coach interest
B. Issues to be addressed	
There is scope for general improvements within the whole of our study area (attached). However, our main focus is the section of road from Richmond Bridge through the town centre to the junction of Kew Road with the A316, which is highly used by both vehicular and pedestrian traffic. Currently, the bias of space allocation within the town centre is firmly with vehicular traffic, buses in particular, that often	

Project brief

conservation areas, Registered parks and gardens and other features relevant to public space projects. It is important that the sensitivity of sites is checked before schemes are advanced as this may lead to abortive work. Proposed schemes should be identified on a list for consideration by the PSG.

3.4 PROJECT MANAGEMENT

All schemes whether large, medium or small need a project manager who takes responsibility for the project outcome through developing and managing the schedule, the team and the budget. The project manager must write a draft project brief for all schemes and inform the likely team.

Medium to large schemes (defined either by budget or whether or not it is highly visible/controversial) should start with a 'kick off' meeting so that the team members are aware of the need for their involvement and can have input into the project at the outset.

For smaller schemes, team members can be informed by email.

3 Procedure

3.5 SCHEME DEVELOPMENT / INTERNAL CONSULTATION

Scheme drawings should be developed to help communicate the proposal. Internal consultation should be carried out early in the design stage to avoid abortive work. Additionally if others are aware of forthcoming proposals, there may be opportunities to tackle other issues at the location at the same time, with other sections timing their input to an area to coincide with proposed works, to create a greater improvement. For example lighting and signage improvements might be carried out at the same time as an open space upgrade.

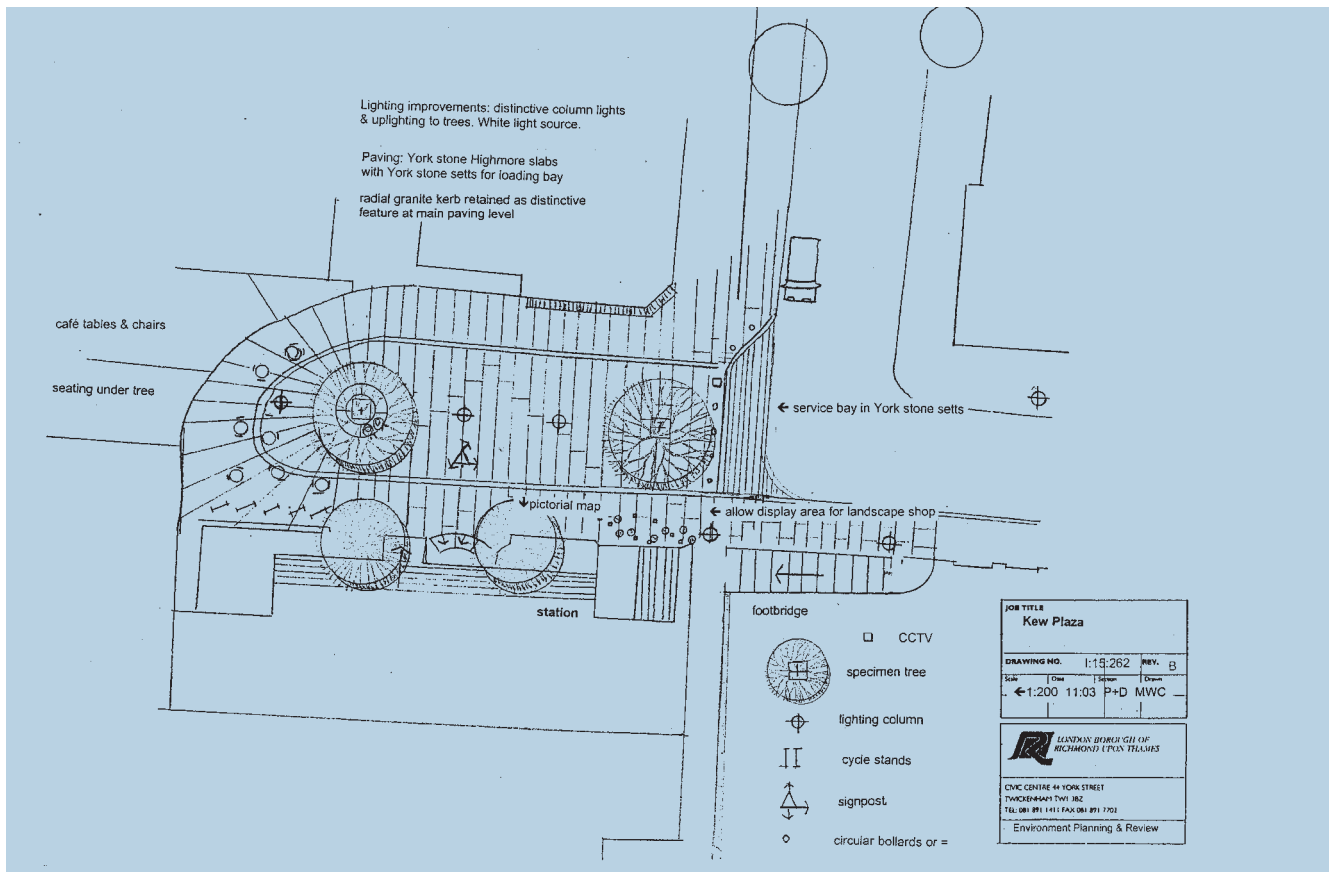
In particular on schemes with townscape implications, it is important that there is a 'street scene' input before committee involvement so that Highways, Parks, Transport and Urban Design issues can be considered before details of a scheme have been decided upon. The PSG will identify schemes for further discussion and input, and indication if it wants to see modified proposals.



Interface with the public realm



Interface with the public realm



Urban Design drawing – Kew Plaza scheme

3 Procedure



Urban Design should also be notified of any proposals in conservation areas and any proposed work which is a departure from the Design Guide.

Committee or similar reports should incorporate the views of PSG groups. Maintenance implications should be investigated to identify responsibilities and ensure funding and practicality of maintenance in relation to planting and other proposals.

Badging schemes



The Cabinet Member and Ward Councillors should be sent the brief and scheme drawings for comment.

Interface with the public realm



Construction drawing – Kew Plaza scheme

3 Procedure

Types of schemes and recommendations on how to communicate with the public

Type of work (Section responsible for project management)	Before scheme implementation		During scheme implementation	
	Consultation	Informing	Badging signs	
			Site specific signs	Re-useable signs
Large street scene refurbishments (Urban Design)	✓	✓	✓	✗
Major traffic scheme installations (Transport Planning)	✓	✓	✓	✗
Carriageway or footway repairs (Highways)	✗	✓	✓	✗
Replacing/upgrading parks (Parks)	✓	✓	✓	✗
Resurfacing towpaths (Parks)	✓	✓	✓	✓
Tree felling schemes (Parks)	✗	✓	✗	✓
Tree planting schemes (Parks)	✗	✓	✗	✓
Large building refurbishments (Property Services)	✗	✓	✓	✗
Renewed lighting schemes (Highways)	✗	✓	✗	✓
Minor traffic schemes (Transport Planning)	✗	✓	✗	✓
Tree maintenance annual (Parks)	✗	✓	✗	✓
Local parks/greens/towpath/open spaces maintenance (Parks)	✗	✗	✗	✓
Minor building repairs (Property Services)	✗	✗	✗	✓
Minor street scene works (Urban Design)	✗	✗	✗	✓
Minor paving repairs (Highways)	✗	✗	✗	✓
Arcadia projects (Urban Design)	✓	✓	✓	✓

3 Procedure

3.6 EXTERNAL CONSULTATION AND COMMUNICATION - PRE-IMPLEMENTATION

All schemes of whatever size should go through the Consultation Manager (in Policy and Design). A decision can then be made on what type of external consultation and communication is required at each stage of the project. It will also ensure that Council standards on Equalities and Diversities as well as Freedom of Information are met.

Consultation or informing or both?

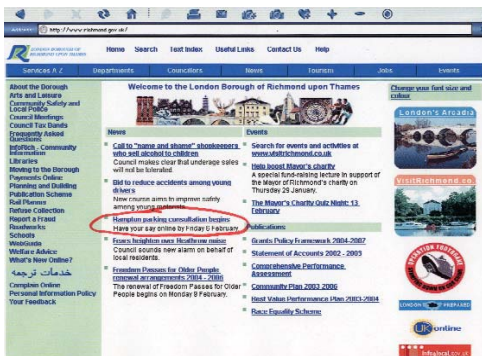
- Who do we need to communicate with?
- When? (pre-implementation, during or after?)
- Which method(s) of consultation or informing to be used? (see below)
- What resources are available?

Possible methods of consultation or informing to be used

- Directed consultation letters to stakeholders
- Door drop delivery of letters, questionnaires, newsletters, personal visits (usually businesses only)
- Working groups or focus groups
- Formal specific meetings, drop-in sessions, exhibitions, attendance at existing meetings
- Fairs or event attendance
- The Council website, Council magazine "Arcadia", local press-advertising or press release, community media
- On-site posters, the community noticeboards. The size of poster will depend on who we are aiming at (eg. road users will require an A2 board with a larger type size).



Consultation letter and newsletters



Council website consultation

Badging

Agree on-site badging sign requirements for implementation of scheme. (see 3.7)

Publicity

Decisions should be made at this stage on whether or not the scheme is likely to be of sufficient importance to be promoted at any stage. Also will there be a celebratory event or submission for an award? (see 3.8)

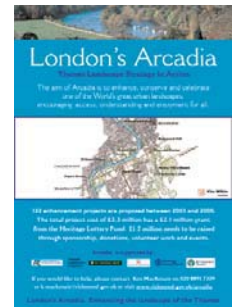


Drop-in sessions

3 Procedure



Badging – use of artist's impression



Badging – London's Arcadia



Badging – re-usable sign

3.7 IMPLEMENTATION

Which sections implement schemes?

Schemes on Highway land are normally implemented through the Highways Management Group or Transport Planning. Those schemes on Parks and Open Spaces land are managed by the Parks section.

If during construction it is necessary to make changes which have streetscape implications, Urban Design should be notified. This includes changes to planting proposals as well as Highways matters.

How are schemes promoted on site?

Badging works on the ground with site specific or re-usable signs is being used successfully to inform the public of the type of work which is taking place and why, and where appropriate how long it will take. The sign has a standard London Borough of Richmond upon Thames template for the layout/design which should be adhered to.

3 Procedure



Badging – site specific sign



Fair attendance



York stone

If a scheme is particularly disruptive or will take a long time then it may be necessary to send out further correspondence to stakeholders /residents /businesses and amenity groups.

Materials

- It is important that arrangements are made to ensure that items ordered for projects are safely stored for that job, to avoid those materials being used for other jobs and having to be reordered.
- It may be worthwhile to keep spares available for some projects and for example to over order what is needed for York stone and similar paving.
- Reordering times should be considered to avoid long delays when items are damaged.
- It is important to establish that statutory undertakers implement any planned changes before rather than after paving and other improvement schemes.

3 Procedure

3.8 POST IMPLEMENTATION

Schemes should be reviewed post implementation to identify any lessons to be learned. This will include auditing by the project engineer; to include safety considerations, a street scene audit by the PSG and a customer satisfaction study.

The completion of a showcase scheme should be celebrated with a stakeholder event and publicity using the local press, Council Magazine, Arcadia and Council website (www.richmond.gov.uk). Schemes should be reviewed post implementation and presented to the PSG so that lessons can be shared.

A decision on whether to submit schemes for awards will be taken by the PSG.



City Tony Arbour, leader of Richmond upon Thames Council, and Amanda Smith of Amanda's Flowers cut the ribbon to declare the new paved area open.

Controversial town centre site finally transformed

Scheme launch – press cutting



TfL awards

3 Procedure

3.9 PARTNER ORGANISATIONS

The Council is not the only organisation responsible for the street scene and public realm. Other organisations involved include:

Transport for London – primary roads (A205 and A306).

Transport for London (TfL) has produced its own design guidance but it is important that measures relate to the specific environment of this Borough, especially the interface between areas of TfL and Borough responsibility. It is important that liaison takes place on design issues related to TfL works. Parts of the TfL area of responsibility are through particularly sensitive areas, such as Kew Green and the Old Deer Park. Streetscape design on TfL roads throughout the Borough should relate as far as possible to design standards promoted in this Guide.

It is envisaged that there will be TfL/Council collaboration on streetscape enhancement schemes on TfL roads in the Borough.

Statutory undertakers – utility boxes, telephone call boxes and similar, have a considerable bearing on the appearance of the street scene and it is important that proposals do not detract from it. Paving reinstatement after excavations is an important street scene consideration also affecting Parks and Open Spaces.

Private – potential sources of street scene problems are private company phone boxes, phone masts, A-boards, advertising hoardings and utility companies and their equipment.



TfL road



Unsympathetic private phone box

3 Procedure

3.10 INTERFACE OF PUBLIC AND PRIVATE REALM

Full access for those with disabilities and mobility difficulties will be required in planning applications for many classes of development. Whilst the quality of buildings is obviously a key factor in the street scene, the handling of boundaries and spaces between buildings and the public realm, where applicable, has a considerable impact on the overall quality of the environment. Good treatment of such areas will be encouraged through the planning system and other measures, such as addressing these spaces as a part of environmental enhancement schemes.

Private forecourts often abut areas of paving improvements and the improvement of these areas will be encouraged in relation to adjoining improvement schemes. 'Badging' of private developments indicating details of what is being constructed on site hoardings is encouraged.



Unsympathetic interface between public and private

3 Procedure



Street advertising can detract

Private forecourts to shops and similar buildings often function as extensions of the public footway and have a major impact on the appearance of shopping areas. They should not be cluttered with items which can detract from the street scene, for example A-boards, trolley stores and poorly designed external ramps. It is important that shop fronts and shop signs contribute rather than detract from the streetscene. Freestanding advertising columns will be resisted.