

<b>Committees:</b> Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Streets & Walkways Sub-Committee <i>[for decision]</i>		<b>Dates:</b> 18 September 2018 10 October 2018 23 October 2018
<b>Subject &amp; Project Title:</b> Mayor's Vision for Cycling - Quietways	<b>Unique Project Identifier:</b> 11380	<b>Outcome Report Approval Route</b> Regular

# PUBLIC

## Summary

### **[S1] Key conclusions**

This project delivered two cycle Quietway routes through the City, to support the Mayor of London's Cycle Vision. The routes in the City contribute to a network which provides cycle connectivity across inner London. The project involved working with other partners such as TfL and neighbouring authorities to ensure a co-ordinated and continuous cycle network was delivered that didn't simply stop at the boundaries. The City's two Quietway cycle routes were completed to programme (December 2016) and within the agreed budget of £1.2M.

Due to the ongoing road works along or near the Quietway routes, such as CrossRail, utilities and building development works, it has not been possible to obtain representative post implementation data. However, cycling in the City is increasing year-on-year (measured through the annual monitoring surveys carried out by CoL). It is expected that the measures in this project will encourage and contribute to more people cycling.

As part of the project the need for further cycle routes in the City to provide a comprehensive network has been identified by TfL through their strategic analysis of cycling across London. Further information on this will be separately reported in due course

### **[S2] Key Learning and Recommendations**

Ground investigations at an early stage can help reduce the risk of essential design changes in the later stages of the project. This should be undertaken at locations where underground structures or equipment are likely to affect construction.

Closer monitoring of the works by the project manager will help reduce the risk of site work over running and pro-actively take any necessary action.

### **[S3] Decisions required**

1) Members are asked to approve the content of this Outcome Report and agree to close the Project.

## Main Report

<b>Design &amp; Delivery, Variation and Value:</b>					
<b>Design &amp; Delivery Review-</b>					
<b>[1] Design into Delivery</b>	<p>The agreed level of service at the start of the Quietways project included:</p> <ul style="list-style-type: none"> <li>• The Quietways will generally be on lower traffic, low speed streets, typically without bus routes;</li> <li>• Have low impact, discrete yet effective designs with limited requirement for segregation and will generally be well aligned and direct;</li> <li>• Provide significant permeability improvements such as opening up streets for cyclists; and</li> <li>• Have clear wayfinding.</li> </ul> <p>Additionally, the proposals and designs had to reflect the emerging cycle design standards as well as being critically reviewed by TfL's Cycling Lead prior to delivery. The designs kept to common standards which enabled the project to be adequately delivered.</p>				
<b>[2] Options appraisal</b>	<p>It was necessary to agree the Quietways route alignment and outline measures with TfL from an early stage. This involved detailed considerations of possible routes and measures. Following this work, only one viable option was presented to Committee. The proposals are illustrated in Appendix 1.</p>				
<b>[3] Procurement Route</b>	<p>The City's term contractor was used to deliver the Project, however changes to traffic signal were carried out by Transport for London (as they are authority for signal infrastructure in London).</p>				
<b>[4] Skills base</b>	<p>The Project Team has the required skills, knowledge and experience. Therefore, existing CoL staff resources were utilised for the design, project management and delivery of this project.</p>				
<b>[5] Stakeholders</b>	<p>Throughout the project, extensive consultation was carried out to obtain public and stakeholder views and feedback. This included two rounds of public consultation and detailed discussions with stakeholders such as the Smithfield Market Traders Associates, the Barbican Residents Association, neighbouring authorities, TfL and various businesses. The responses received through these engagements were analysed and the routes and measures amended accordingly to address concerns. No ongoing stakeholder concerns have been raised since.</p>				
<b>[6] Closing RAG rating</b>	<table border="1"> <tr> <td>Project Risk Assessment</td><td>Low</td></tr> <tr> <td>Project RAG rating</td><td>Green</td></tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
Project Risk Assessment	Low				
Project RAG rating	Green				
<b>[7] Positive reflections</b>	<ul style="list-style-type: none"> <li>• Strong public engagement enabled the project to be delivered to the appropriate cycling level of service, whilst ensuring local needs are met.</li> <li>• Strong commitment by the project team helped deliver the project to the agreed programme.</li> <li>• Using the term contractor reduced procurement requirements therefore, enabling effective delivery</li> </ul>				

	<ul style="list-style-type: none"> <li>A successful publicity launch day for the City's Quietways was carried out in July 2017. This was well attended by members of the public, the Walking and Cycling Commissioner, Chairman of the Active City Network, Chairman of Planning and Transportation Committee, and various media outlets. The event included guided rides and musical performances from the Guildhall School of Music and Drama and the Islington Academy.</li> </ul>
<b>[8] Improvement reflections</b>	Additional site investigations such as basement searches / trial excavations / use of ground penetrating surveys could have been carried out. However, these site investigations would need to be weighed against the potential cost benefits.
<b>Variation Review-</b>	
<b>[9] Assessment of project against key milestones</b>	The key milestone requested by TfL and the Greater London Authority (GLA) was that the Quietway project needed to be delivered by 31 December 2016. This was achieved.
<b>[10] Assessment of project against Scope</b>	<p>The scope of the Quietway project is to deliver a continuous cycle route through the City that:</p> <ul style="list-style-type: none"> <li>Includes appropriate physical changes to achieve the desired level of service</li> <li>Provides adequate provision to cater for increased number of cyclists</li> <li>Is as direct as possible</li> </ul> <p>These have all been achieved with extensive TfL consultation.</p>
<b>[11] Change</b>	Modifications to the material specification was required for the cycle lane segregation at West Smithfield. Due to a shallow underground structure it was necessary to use "bolt down" traffic islands instead of the standard precast concrete construction to avoid potential damage to the structure underneath. This required an internal change request to be agreed by relevant business owners.
<b>[12] Risks and Issues</b>	<p>The main risks to the Quietways project were:</p> <ul style="list-style-type: none"> <li>Work extends beyond the GLA target delivery date of 31 December 2016</li> <li>Costs increase due to unknown utility apparatus</li> <li>Implement work adversely impacts on local businesses</li> </ul> <p>The main issues realised from the Quietways project were:</p> <ul style="list-style-type: none"> <li>A shallow underground structure was found to exist along a section of the street. Therefore, it was necessary to install bolt down traffic islands and this resulted in a construction cost saving. However, the material change from precast concrete to rubber is perceived to be a less robust material.</li> <li>An agreement with London Borough of Islington over the proposals in a short section of Moor Lane could not be obtained which would enable the project to be delivered within the programme. It was therefore necessary to defer this element of the project and progress this again when opportunities allow.</li> </ul>
<b>[13] Transition to BAU</b>	

	Following a period of monitoring and close out, the delivered project seamlessly transferred to the responsible DBE service areas to manage and maintain. This has been possible as the works were managed by the same department responsible for BAU.																
Value Review																	
[14] Budget	<table><tr><td>Budget envelope at Gateway 2:</td><td>£1M – 2.5M</td></tr></table>		Budget envelope at Gateway 2:	£1M – 2.5M													
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	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>At Completion</td></tr><tr><td>Fees</td><td>£31,656</td><td>£31,652</td></tr><tr><td>Staff Costs</td><td>£212,148</td><td>£204,690</td></tr><tr><td>Works</td><td>£912,000</td><td>£784,425</td></tr><tr><td>Total</td><td>£1,155,804</td><td>£1,020,767</td></tr></table>			At Authority to Start work (G5)	At Completion	Fees	£31,656	£31,652	Staff Costs	£212,148	£204,690	Works	£912,000	£784,425	Total	£1,155,804	£1,020,767
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<p>The project was completed within the agreed budget</p> <p>The final cost of the project was £1,020,767 against an approved budget of £1,155,804. A saving of approximately £135,000. This saving is mainly due to the need to amend works and specifications due to underground structures, particularly at West Smithfield. For example, it was necessary to use “bolt on” traffic islands (to create the cycle segregation) instead of the standard construction to avoid potential damage to the structure underneath.</p> <p>As this project is funded by TfL through a reclaims process, there is no unspent money to return to TfL.</p> <p>The final account for this project has been verified. Appendix 2, provides a breakdown of the expenditure incurred against the estimated/approved budget.</p>																	
[15] Investment	N/A.																
[16] Assessment of project against key measures of success	<p>The overall measures of success were achieved. These were: -</p> <p>i.   <b>The type and level of intervention responds to stakeholder needs.</b></p> <p>Throughout the project, extensive consultation was carried out to obtain public and stakeholder views and feedback. This included two rounds of public consultation and detailed discussions with stakeholders such as the Smithfield Market Traders Associates, the Barbican Residents Association, neighbouring authorities, TfL and various businesses. The responses received through these engagements were analysed and the routes and measures amended accordingly to address concerns. No on-going stakeholder concerns have been raised since.</p> <p>ii.   <b>The measures implemented are compliant with the agreed levels of service for Quietways.</b></p> <p>The Programme Board established and agreed at the start of the project, a level of service expected for the Quietways. This included:</p> <ul style="list-style-type: none"><li>•   The Quietways will generally be on lower traffic, low speed streets, typically without bus routes;</li></ul>																

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<b>[17] Assessment of project against SMART Objectives</b>	<p>The SMART objective for this project is to provide a better and safer environment for cyclists using City streets that form part of the Quietways network by 31 December 2016. It is aimed generally at new and less confident cyclists but would be available to all cyclists.</p> <p>Due to road works such as CrossRail, utilities and building development works it has not been possible to gather representative post implementation data for the Quietways along or near the routes. However, overall it is expected that the Project has achieved its objective as the proposals for the Quietway routes have met the agreed level of service for cyclists. The project was delivered to programme and on budget. The City's annual monitoring surveys have shown that cycling is increasing year-on-year. It is expected that the Quietway measures therefore, have encouraged and contributed to more people cycling.</p>
<b>[18] Key Benefits realised</b>	<p>A continuous cycle route aimed at new and less confident cyclists has been created. It is generally on quieter streets, encouraging a more relaxed cycling experience.</p>

<b>Lessons Learned and Recommendations</b>	
<b>Lessons Learned-</b>	
<b>[19] General Purpose Review</b>	<p>A shallow underground structure was found to exist along a section of West Smithfield. It was therefore necessary to install a bolt down rubber instead of a traditional precast concrete traffic island to avoid damage to the underground structure. Ground investigations at an early stage can help reduce the risk of essential design changes in the later stages of a Project. However, the cost of this should be weighed against the potential benefits.</p> <p>Close monitoring of the implementation work by the project manager will help reduce the risk of site work over running. This can be achieved by identifying potential delays early and taking pro-active action necessary to mitigate or avoid issues.</p>
<b>[20] Learning sharing and use</b>	The learning from this project will be circulated for consideration on other similar projects and in particular new projects materialising from the Mayor of London's Vision for Cycling Programme.
<b>Recommendations-</b>	
<b>[21] Recommendations</b>	To note the contents of this report and close the project.
<b>[22] AOB</b>	<p>As part of the project, members were alerted to the potential need to explore further routes (Phase 2) so that a comprehensive "grid" network of cycle routes across London is created. The need for further routes in the City has been identified by TfL through their strategic cycling analysis. This analysis identified a demand for an east-west route running through the centre of the City.</p> <p>The cost to progress Phase 2 would be fully funded by TfL with an initial allocation to be agreed to cover the feasibility and consultation work undertaken in 2018/19. A new project for Phase 2 is due to commence and further reports will be provided to Members for information and approval.</p>

<b>Decisions required</b>
<b>If any decisions are required in addition to the approval of this outcome report please describe them here:</b>
None

### **Appendices**

<b>Appendix 1</b>	Quietways Overview Proposal Plan
<b>Appendix 2</b>	Finance Breakdown for Quietways
<b>Appendix 3</b>	Project Dashboard

### **Contact**

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