

Committees: Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Streets & Walkways Sub-Committee <i>[for decision]</i>	Dates: 30 May 2019 19 July 2019 22 July 2019
Subject: City Transportation Gateway 6 Consolidation Report Unique Project Identifier: 11899 Snow Hill / Holborn Viaduct 11692 Newgate Street / Warwick Lane 11496 Alderman's House 9586 Milton Court	Gateway 6: Outcome Report Regular & Light
Report of: Director of the Built Environment Report Author: Sam Lee	For Decision
<h1>PUBLIC</h1>	

Summary

1. Status update	Project Description: <u>Snow Hill/Holborn Viaduct and Newgate Street/Warwick Lane</u> To deliver road safety improvements. <u>Alderman's House and Milton Court</u> To deliver changes to the public highway to facilitate these developments. RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: N/A Final Outturn Cost: £59,237 Snow Hill / Holborn Viaduct £171,343 Newgate Street / Warwick Lane £263,479 Alderman's House £1,312,650 Milton Court
2. Next steps and requested decisions	Requested Decisions: Members are asked to: <ul style="list-style-type: none"> Approve the content of this Outcome Report and agree to close these projects.

<p>3. Key conclusions</p>	<p>All the projects have been successfully implemented. Key benefits include:</p> <p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u></p> <ul style="list-style-type: none"> • Identified measures have been implemented which is expected to reduce collisions. Early indications suggest that this is on target to be met. • No impact on the road network. • Additional pedestrian crossing and cycling facilities introduced. <p><u>Milton Court & Alderman’s House</u></p> <ul style="list-style-type: none"> • Changes to the public highway have been made which facilitate and co-ordinate with the developments, • Public benefits, such as improved public realm, incorporated. • Tree planting and seating introduced. • Delivered on time and below budget. <p>Key learning and recommendations for future projects are:</p> <ul style="list-style-type: none"> • Extensive data collection at an early stage can help reduce the risk of design changes later in the project. However, the level of data collection required should be commensurate to the project scale. • Close co-ordination and engagement with stakeholders and project teams to ensure support and enable smooth project delivery. • Closer scrutiny of the need for enhanced working to ensure this requirement is accurately reflected.
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Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p>The proposed designs have enabled the smooth delivery of each project with no notable issues.</p>
<p>5. Options appraisal</p>	<p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u> Several options were explored, however, the option chosen for these projects were considered to be the most cost-effective solution to reduce injury collisions, based on past collision trends. These two projects also delivered additional pedestrian and cycling facilities.</p> <p><u>Alderman’s House & Milton Court</u> These projects involved close liaison with the developer to ensure that the option chosen integrated with the development but also ensured the needs of the general public were included. This</p>

	ensured that the objectives were met whilst ensuring the public highway is fit for purpose in the future.
6. Procurement route	The City's term contractor was used to deliver these projects. However, in the Newgate Street/Warwick Lane project, it was necessary to use an additional contractor working for TfL. This was a TfL requirement, as all traffic signal equipment and its eventual operation are under their control. Using an additional contractor required a further layer of co-ordination and programming, which was incorporated from the outset.
7. Skills base	The Project Team has the skills, knowledge and experience to manage and deliver these projects. However, for the Newgate Street/Warwick Lane project, an external consultant (commissioned and managed by the project team) was employed to provide specialist traffic modelling advice.
8. Stakeholders	<p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u> Stakeholders have been kept informed, consulted and comments considered during the development and delivery of these projects. This enabled the projects to be delivered smoothly and has minimised risk.</p> <p><u>Alderman's House & Milton Court</u> These projects required close liaison with the developers and stakeholders to ensure that the highway changes met stakeholder needs. This resulted in positive outcomes for the stakeholders.</p> <p>Engagement with stakeholders and other interested parties on all four projects was carried out at appropriate times and frequencies. These included 1-2-1's, letters, emails, telephone conversations, external and project meetings and onsite public notices.</p>

Variation Review

9. Assessment of project against key milestones	<p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u> The most important milestone was the need for these projects to be completed within the financial years for which funding grants were made available. Both projects were programmed for completion by 31 March 2018, which was met.</p> <p><u>Alderman's House & Milton Court</u> All key milestones have been met. For example, completing detailed designs, seeking approvals and delivery of works, as detailed in the project plan, were all met. This gave the developer confidence in their development and enabled the project to be co-ordinated with their programme. It should however be noted that for both projects, these milestones, particularly the works had to be</p>
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	<p>periodically updated to reflect delays in the developers' programme. For example, the Alderman's House works was not completed until July 2017 against the original programme of February 2017. Similarly, for Milton Court, this was November 2013, against the original date of March 2013.</p>
<p>10. Assessment of project against Scope</p>	<p>The scope, which did not change, for each project is summarise as follows:</p> <p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u></p> <ul style="list-style-type: none"> • Introduce measures to reduce collisions, • Minimise impact on road network, • Improve pedestrian and cycling amenity where possible. <p><u>Alderman's House</u></p> <ul style="list-style-type: none"> • The development fits within the surrounding streets, • A public space with seating is provided, • Pedestrian access to the area is improved. <p><u>Milton Court</u></p> <ul style="list-style-type: none"> • Introduce measures which facilitate the development, • Introduce measures which enabled the public highway to be used safely and appropriately, • Improves pedestrian amenity.
<p>11. Risks and issues</p>	<p>The key issue for each project which arose are summarised as follows:</p> <p><u>Snow Hill/Holborn Viaduct</u></p> <ul style="list-style-type: none"> • There were no issues arising from this project <p><u>Newgate Street/Warwick Lane</u></p> <ul style="list-style-type: none"> • Existing shallow underground utility cables were found during works excavations. This required a minor diversion of the traffic signal cables. This however, had negligible impact on the project. A detailed investigation of underground services could have been undertaken to avoid this issue, however, the cost (in the order of £10k-£20k) would have been considered disproportionate bearing in mind that this project involved minimal excavation works. <p><u>Alderman's House</u></p> <ul style="list-style-type: none"> • The Developers' occupation of the highway delayed the project. As a result, a revised programme was agreed with the developer. • An unidentified issue occurred during the developer's reparation works affecting the church wall. However, through discussions, the developer agreed to rectify these at their cost.

	<p><u>Milton Court</u></p> <ul style="list-style-type: none"> • Significant delays to the Developer's programme delayed the project. As a result, additional work was required including agreeing a revised programme, further public and stakeholder engagement/consultation and obtaining new permits and other works permissions. • A new term contractor for highway works was appointed just prior to the works was due to commence. As a result, this required the works to be re-priced and subsequent on-boarding discussions with the new contractor.
12. Transition to BAU	Following completion of the works, all projects delivered seamlessly transferred to the responsible department or service areas to manage or maintain. This has been possible as the project team included representatives from all service areas who are responsible for the BAU activities.

Value Review

13. Budget	<u>Snow Hill/Holborn Viaduct</u>																															
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £70k Estimated cost (excluding risk):																														
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<i>Staff Costs</i>	£35,000	£38,763
<i>Works</i>	£110,000	£106,834
<i>Purchases</i>	£	£
<i>Other Capital Expend</i>	£	£
<i>Costed Risk Provision</i>	£	£
<i>Recharges</i>	£	£
<i>Other*</i>	£	£
Total	£180,000	£171,343

Alderman's House

<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £150k - £250k Estimated cost (excluding risk):
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£918	£4,252
<i>Staff Costs</i>	£59,760	£75,175
<i>Works</i>	£212,700	£179,419
<i>Purchases</i>	£	£
<i>Other Capital Expend</i>	£	£
<i>Costed Risk Provision</i>	£	£
<i>Recharges</i>	£	£
<i>On-going tree maintenance</i>	£1,900	£4,633
Total	£275,278	£263,479

Milton Court

<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £1.57M Estimated cost (excluding risk):
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£183,000	£123,901
<i>Staff Costs</i>	£268,000	£339,331
<i>Works</i>	£1,336,000	£825,418
<i>Purchases</i>	£	£
<i>Other Capital Expenditure</i>	£	£
<i>Costed Risk Provision</i>	£	£
<i>Recharges</i>	£	£

<i>Commuted maintenance</i>	£24,000	£24,000
<i>Total</i>	£1,811,000	£1,312,650

The above final accounts have not been verified by the Chamberlain's Department.

Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane

These two projects were largely delivered to budget and as they were funded by TfL through a re-claims process, there are no actual underspend.

Alderman's House

The Alderman's House project was delivered largely to budget, with an overall saving of just under £12k. There was a saving of just over £33k under the works budget. This arose because the budget included a risk sum of £33,400 to cover an area occupied by the developer, which turned out to be un-necessary. The staff cost was overspent by some £15k. This was mainly due to the need for additional or re-work required including agreeing a revised programme, further local and stakeholder engagement and obtaining new permits, and to manage the risk associated with the poor reparation of the church wall.

Milton Court

This project was delivered under budget with a saving of nearly £500k, of which virtually all was attributed to the works task. The savings were obtained through a combination of factors including:

- £254k (against a budget of £267k) saving on un-used enhanced working arrangements. It was envisaged that a large proportion of the works would have to be carried out outside of sensitive hours and sectional working, which attract a higher rate. This was to minimise disruption, works duration and to co-ordinate with the developer. However, due to delays with the Milton Court Development, the need for enhanced working arrangements were largely unnecessary.
- £50k on wayfinding. This is no longer required as there is a city-wide wayfinding project.
- £25k (against a budget of £70k) on utility works. The actual cost came in below estimates provided by third parties.
- £87k from re-using existing carriageway materials, particularly granite kerbs.
- £78k of un-used contingency built into the works budget. The Milton Court project pre-dates much of the current Project Process and allowances for costed risk provision will be requested in future, where appropriate.

	<p>The staff cost element was overspent by £71k. This was due to the following reasons: -</p> <ul style="list-style-type: none"> • Prior to the works commencing, the City appointed a new term contractor for highway works. This required the estimate to be re-priced and the subsequent on-boarding discussions with the new contractor. • An 8-month extension to the programme was required (due to delays with the Heron development). This resulted in additional work including agreeing a revised programme, further extensive public and stakeholder engagement, consultation and obtaining new permits and other works permissions. <p>Both the Alderman’s House and Milton Court projects were defined through a s.106 agreement and the scope agreed with the developers in advance. The agreement stipulates that any remaining money not used to deliver these works are to be returned.</p>
<p>14. Investment</p>	<p>N/A</p>
<p>15. Assessment of project against SMART objectives</p>	<p>These projects pre-dates the requirements for SMART objectives. However, their measures of success, which were all met or on target to be met, are as follows:</p> <p><u>Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane</u></p> <ul style="list-style-type: none"> • Identified measures have been implemented which reduces collisions or safety risk. <i>To measure this success, three years post implication data is normally required, however, early indications suggest that this is on track to be met.</i> • No impact on the road network. <i>All existing movements and traffic flows maintained.</i> • Additional pedestrian and cycling facilities introduced. <i>Additional pedestrian (crossings and raised carriageway) and cycling facilities (advance cycle stopline) have been delivered.</i> <p><u>Alderman’s House & Milton Court.</u></p> <ul style="list-style-type: none"> • Changes to the public highway has been made which facilitates and co-ordinates with the developments. <i>The delivered measures were closely developed with the developer and as such their needs have been incorporated.</i> • Public’s needs not adversely affected or improved. <i>Cycle parking, improved pedestrian crossings and enhancement of public spaces have been delivered.</i> • Tree planting and seating introduced. <i>The Alderman’s House project delivered one tree and additional seating for public benefit.</i>

	<ul style="list-style-type: none"> Delivered on time and to budget. <i>Both projects were delivered on programme and to budget.</i>
16. Key benefits realised	<ul style="list-style-type: none"> Measures have been implemented which should improve road safety. Highway changes have been delivered which facilitates the developments.

Lessons Learned and Recommendations

17. Positive reflections	<ul style="list-style-type: none"> Strong co-ordination and engagement with stakeholders, enabled smooth delivery of the projects Project Management and technical experience ensured projects were delivered on time and to scope.
18. Improvement reflections	<ul style="list-style-type: none"> The Milton Court project should have been closed sooner. However, the departure of the two Project Managers, one at the latter stages of the project together with the complex ongoing discussions regarding the appropriate use of the underspend, delayed the close out. Closer scrutiny of enhanced working arrangements to ensure this need is accurately reflected.
19. Sharing best practice	Dissemination of information through team and project staff briefings.
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Before and After photos
Appendix 3	

Contact

Report Author	Sam Lee
Email Address	citytransportation@cityoflondon.gov.uk
Telephone Number	020 7332 1921