

Annex 5

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| Committees: Corporate Projects Board Streets & Walkways Sub Projects Sub | Dates: 06 May 2020 26 May 2020 27 May 2020 |
| Subject: Monument and Lower Thames Street Junction - Public Realm Enhancement Project Unique Project Identifier: 10987 | Gateway 6: Outcome Report Regular |
| Report of: Director of the Built Environment Report Author: Emmanuel Ojugo | For Decision |

Summary

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| 1. Status update | <p>Project Description:</p> <p>The project seeks to improve a section of isolated carriageway with limited/minimal vehicular use. This area of highway, located in the southern section of Monument Street was restricted to access-only and emergency vehicles in 2005. The proposals would deliver a more attractive useable space that increases green infrastructure, reduces excess surface water run-off, improves air quality and introduces a design that better manages cyclists' movement through the site given the proximity of the Cycle Superhighway on Lower/Upper Thames.</p> <p>Works were scheduled for implementation in two phases. Works were subsequently completed in September 2019</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost: £165,517</p> |
| 2. Next steps and requested decisions | <p>Requested Decisions:</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Approve the content of this Outcome Report and agree to close this project. |

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| 3. Key conclusions | <p>The project delivered on its main objectives to improve an area of largely redundant carriageway and provide amenity space that included additional greenery, opportunity for seating and better management of a cycling route adjacent to the Cycle Superhighway on Lower/Upper Thames Street and in the viewing corridor of the Monument looking eastwards.</p> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery. • Early engagement with utilities programmes and local developers will reduce conflicts when accommodating highways activities. |
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Main Report

Design & Delivery Review

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| 4. Design into delivery | <p>The final design was developed in house due to the relative simplicity of the scheme and restricted location. The proposals included the following:</p> <ul style="list-style-type: none"> • Planting a new tree to the south of the site. • Installing raised planters with associated low-maintenance planting (inclusive of multi-stemmed trees). • Redesign of the existing low planter located to the east of the site (inclusive of additional planting). • Resurfacing the redundant carriageway with a resin bound gravel to improve drainage. • Installing up to three accessible timber seats to the east of the site. <p>Due to competing access needs in the project area it was necessary to phase the delivery of the scheme as follows:</p> <p>Phase 1 works would include:</p> <ul style="list-style-type: none"> • Redesign of the existing low planter and planting. • Resurfacing of the open area in resin bound porous gravel. • Installation of a new street tree <p>To be implemented December 2017– July 2018</p> <p>Phase 2 works would include:</p> <ul style="list-style-type: none"> • Installation of a raised planter and associated low maintenance planting – including of multi-stemmed trees. <p>To be implemented September 2018 – December 2019.</p> |
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| | <p>Please see appendix 2 which shows the general arrangement plans for Phases 1 and 2.</p> <p><u>Phasing</u></p> <p>Works were phased to reduce the impact on local occupiers during construction phases and coincide with the release of land to the City to carry out works. A regular monthly bulletin was published to subscriber/stakeholders to keep them abreast of the work programme at each stage. (See appendix 2 plan showing the two phases of delivery).</p> <p>The programme was staggered over an extended period of time due to a number of factors. When Transport for London agreed to vacate Fish Street Hill to allow public realm works associated with 11-19 Monument Street to commence they made a case to relocate to the eastern end of Monument Street extending their stay for 3 months which would affect access to carry out works.</p> <p>Prior to this occurrence it was necessary to keep the area clear as part of arrangements for the London Marathon in April 2018.</p> <p>These unforeseen occurrences had an impact on the Department of Open Spaces planting season that occurs between October/November and March annually. This would also result in a dormant period with empty planters awaiting plants. It was agreed with Open Spaces Gardens Team to plant seedlings for a short period of time to bridge the period of inactivity.</p> |
| 5. Options appraisal | <p>A single option was presented and approved. The restricted palette was in keeping with the objectives of the project and as such no other alternatives were considered. A pipe subway ran through the centre of the site on Monument Street so it was necessary to design structural loading accordingly.</p> |
| 6. Procurement route | <ul style="list-style-type: none"> • The design and construction package was prepared internally by City officers. • Hard landscaping and civils works on-site were undertaken by the City's term contractor, JB Riney. • All soft landscaping was to be delivered by the City's Open Spaces gardens team. |
| 7. Skills base | <ul style="list-style-type: none"> • The project team has the skills, knowledge and experience to manage delivery of this and similar future projects. • Specialist landscape services were carried out internally by the Department of Open Spaces. • In House utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme. |

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| 8. Stakeholders | <ul style="list-style-type: none"> • The project was delivered in close liaison with local occupiers and other stakeholders to ensure the proposals met their needs and the disruption of construction was kept to a minimum. • Comments from the public consultation were considered during the development and delivery of the project. • Regular updates were provided to all interested parties throughout the project. |
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Variation Review

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| 9. Assessment of project against key milestones | <p>The construction programme was affected by risks that have materialised and others that were unforeseen.</p> <p>Gateway 5 Delegated Approval October 2017</p> <p>Phase 1 December 2017 – July 2018</p> <p>Phase 2 Fish Street Hill September 2018 – December 2019</p> <p>The aforementioned programme of works was subsequently extended from the original intention to commence in October 2017 and complete works by the following financial year in April 2018.</p> <p>Unfortunately, the extended programme can be explained by the need to accommodate other priorities in the area namely the London Marathon marquee here and other development activity requiring welfare and storage permits to occupy the Monument Street/Lower Thames Street junction.</p> <p>Works were completed by December 2019.</p> |
| 10. Assessment of project against Scope | <p>The project's scope remained unchanged despite some unforeseen delays external to the project that impacted the programme. The following was achieved:</p> <ul style="list-style-type: none"> • Improve air quality by increasing greenery through soft surfaces and the planting of street trees. • Improved green coverage by supporting additional tree planting opportunities and for planting in new planters. • Reduced excess surface water run-off in an area with a downslope by slowing the rate of ingress into the system. • A more accessible environment for pedestrians, through the provision of level surfaces and new seating arrangements. • A safer, more attractive environment that reduces conflicts between pedestrians and cyclists through an improved layout utilising soft segregation. • A simplified maintenance regime. |

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| 11. Risks and issues | <p>During the construction phase a few risks and issues materialised affecting the overall programme:</p> <ul style="list-style-type: none"> • Other public realm works in the area impact on the project programme. <i>Works to Monument/Lower Thames Street were staggered to avoid any conflict of movement within the area or occupier fatigue as a result of site works at two locations in the area.</i> • Delays cause by statutory unforeseen events. <ul style="list-style-type: none"> ○ <i>TfL had incurred delays to their programme which subsequently impacted some local public realm works. Whilst this was an issue for local occupiers. representations were expected and were managed by maintaining a good relationship with stakeholders and keeping them informed via a regular programme bulletin.</i> ○ <i>The London Marathon in late April of 2018 was a short-term event and it was felt that a very minor delay to accommodate the was a manageable occurrence.</i> • Unforeseen site conditions <ul style="list-style-type: none"> ○ <i>When the site was returned to the City it was found that the existing tree in the low planter had died. Open Spaces assessment was that the building of the Cycle Superhighway and various activities that had taken possession of the area had unfortunately fatigued the tree. This tree was subsequently replaced with a more robust multi-stem specimen to cope better with its proximity to a heavily trafficked, south facing street.</i> ○ <i>The planting of additional trees in the scheme was also believed to offset the unfortunate loss of the mature tree in the low planter area to the east of the site.</i> |
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Value Review

12. Budget

| Expenditure to date - Monument & Lower Thames St Junction | | | |
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| Description | Approved Budget (£) | Expenditure (£) | Balance (£) |
| Pre-Evaluation | 20,871 | 20,870 | 1 |
| Staff Costs | 34,229 | 29,060 | 5,169 |
| Fees | 1,500 | - | 1,500 |
| Works | 123,432 | 113,587 | 9,845 |
| Maintenance | 2,000 | 2,000 | 0 |
| TOTAL | 182,032 | 165,517 | 16,515 |

The final account for this project has been verified.

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| 13. Key benefits realised | The enhancements to the area around the 11-19 Monument Street development improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. The relocation of parking and servicing arrangements have been a success due to pedestrian priorities. |
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Lessons Learned and Recommendations

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| 14. Positive reflections | <ul style="list-style-type: none"> • Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project. • Early engagement and ongoing communication with local businesses was essential to ensure the work programme was a success. • Early engagement with the various City departments and TfL was essential and helped to frame the programme and phase works accordingly. |
| 15. Improvement reflections | <ul style="list-style-type: none"> • Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with emergency or unforeseen circumstances, closer collaboration would have improved efficiencies and reduced the impact on local occupiers. |
| 16. Sharing best practice | Information will be disseminated through team and project staff briefings. |

Appendices

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| Appendix 1 | Plan location plan |
| Appendix 2 | Plan general arrangement plans for two phases of delivery |
| Appendix 3 | Before and after photos |

Contact

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