

Committees: Streets and Walkways Sub - <i>for decision</i> Projects and Procurement Sub - <i>for information</i>	Dates: 30 January 2024 12 February 2024
Subject: Mark Lane Public Realm and Transportation Enhancements – Phases 2 and 3 Unique Project Identifier: 9583	Gateway 6: Outcome Report Regular
Report of: Interim Executive Director Environment Report Author: Emmanuel Ojugo, Policy and Projects, City Operations	For Decision
<h1>PUBLIC</h1>	

Summary

1. Status update	<p>In November 2016 Members approved a phased approach to a suite of public realm improvements related to the redevelopment of 70 Mark Lane.</p> <p>Project Description:</p> <p>The two main streets in the project area are New London Street and Mark Lane. Improvements include a series of measures to enhance pedestrian movement, improve street network performance and green coverage in the area. The improvement phases are as follows:</p> <p><u>Phase 1:</u> Resurfacing footway in York stone around the new development. Reinstatement of the Mark Lane Traffic & Environment Zone (TEZ) temporarily removed to facilitate the development of 70 Mark Lane. Completed.</p> <p><u>Phase 2A - New London Street:</u> Pedestrianisation of a narrow side street by raising carriageway to footway level. Following a successful eighteen-month experiment to close the street (initiated in January 2019), the street was fully pedestrianised in 2021, with carriageway being raised to footway. Completed.</p> <p><u>Phase 2B: - Mark Lane:</u> Widening a section of footway north of Hart Street/south of London Street to improve pedestrian movement and reinstate trees removed to facilitate the development of 70 Mark Lane. Completed.</p> <p><u>Phase 3:</u> Wider transportation improvements in the Section 106 catchment area. Measures to improve pedestrian movement, network performance, mindful of the City’s commitment to road danger reduction. At the time of writing Phase 3 works are underway. These works have been reported separately (April 2022) and no requested decisions relating to Phase 3 are</p>
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	<p>contained within this report. A subsequent Gateway 6 for Phase 3 works will also be submitted separately.</p> <p><u>Summary</u></p> <p>Phases 1, 2A and 2B works have now been completed, see project photos in Appendix 4 of completed phases. It should be noted that as part of the Phase 2B works up to four pay and display parking spaces are required to be installed and will be delivered as part of the Phase 3 implementation.</p> <p>Members will recall that as part of the implementation of Phase 2A and 2B there were aspirations to seek opportunities for planting and seating in surrounding streets such as Crutched Friars. It is proposed to utilise the remaining funds to deliver additional street furniture, tree planting (subject to site conditions) and the installation of pay and display parking spaces to offset those removed from Mark Lane. These outstanding items elements are considered minor.</p> <p>Additional officer time is required to manage the statutory traffic order process to install the new pay and display spaces. The costs are reflected in the finance tables in Appendix 3. Due to the nature of Phase 3 works and the wider transportation improvements the traffic order originally part of Phase 2B and requires no extensive highways works, will be delivered as part of the Phase 3 programme.</p> <p>Appendix 3, table, shows a breakdown of the funding total and funding sources attributable to this project.</p> <p>RAG Status: Green (as last report to Committee).</p> <p>Risk Status: Low (as last report to committee).</p> <p>Costed Risk Provision Utilised: N/A.</p> <p>Final Outturn Cost: £649,690</p>
<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <ul style="list-style-type: none"> I. Note the contents of this report. II. Agree to adjust the budget as set out in appendix 3 to cover the additional staff time expended. III. Note outstanding actions in Section 13 of this report are to be completed, on which final accounts and project closure can commence.

<p>3. Key conclusions</p>	<ul style="list-style-type: none"> • The eighteen-month experiment to close New London Street to motor vehicular traffic provided the appropriate test bed to assess the viability of the final scheme. • Raising the carriageway to footway level at New London Street significantly improved pedestrian movement in a where footways were characteristically narrow. • Widening the footway on Mark Lane improved pedestrian movement and the removal and relocation of parking spaces provided opportunities for seating to support adjacent retail development. <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • The project pre-dates the existing project procedures and gateway process has had to be adapted to the current reporting processes as it has developed. • Due to the length of time the project has been active it has had to adapt to new design standards and requirements. To reduce the possibility of abortive works it important to engage early with the developer and understand their development timelines to inform our own design programme. However, in these circumstances a lot of the delays were outside of the control of the project team. • Close co-ordination and engagement with stakeholders and City project teams is essential enables smooth project delivery. Especially where there are competing wants and needs. • Early engagement with utilities programmes and other highway activities, enabling works to facilitate adjacent development; reduces the impact on the City's improvement works, as this development was impeded by other surrounding factors. • It is important that information is tracked and shared more efficiently between the City's service areas. • Continuous engagement with the developer and the City's development management division is invaluable to ensure the developer discharged conditions in accordance with their planning approval, prior to the commencement of public realm works.
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The design of the scheme utilised the City's existing palette of materials in accordance with the Public Realm SPD (2016).</p> <p>In New London Street there was an aspiration to install trees at the southern end of the street near Hart Street. Unfortunately, this element was not achieved to accommodate emergency access are now intended to be planted elsewhere in the area as part of the outstanding actions.</p> <p>It was always intended to reinstate street trees which were removed to facilitate the development of 70 Mark Lane. Changes to the local Traffic & Environment Zone (TEZ), meant some design alterations to install the trees further north of their intended location on Mark Lane by reclaiming a section of carriageway.</p>
5. Options appraisal	<p>The design scope was agreed with the developer as part of the Section 106 Agreement. A single design option was considered that saw the reinstatement of street trees, resurfacing areas in natural materials such as Yorkstone and granite setts in keeping with the City's agreed palette of materials.</p>
6. Procurement route	<ul style="list-style-type: none">• The concept design was initially developed by landscape consultants and later completed in house by City Engineers working closely with the developer of 70 Mark Lane to progress the scheme and finalise the construction design.• Hard landscaping and civils works on-site were undertaken by the City's term contractor.
7. Skills base	<ul style="list-style-type: none">• The project team has the skills, knowledge and experience to manage the delivery of this and similar future projects.• A communication strategy was developed in the early stages of the project to include the numerous stakeholders and ensure good coordination of the public realm works whilst managing the expectations of local occupiers and Ward Members.• The landscape detailed design was delivered in-house, developing designs that would inform the final construction package.• City officers were also engaged in the process to ensure that utilities companies' programmes external to the development were accommodated and monitored in the City's Highways Activities Programme.
8. Stakeholders	<p>The main stakeholders were:</p> <ul style="list-style-type: none">• 70 Mark Lane (Section 106 contribution)

	<ul style="list-style-type: none"> • Ward Members • The Clothworkers' Company • 50 Fenchurch Street (adjacent developer) • Fenchurch Street Station • Local retail vendors
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Variation Review

<p>9. Assessment of project against key milestones</p>	<p>Gateway 5 – July 2020 Committee Approval</p> <p>Expected start – October 2020 Actual start – October 2021</p> <p>The construction programme was affected by delays some were expected whilst others were beyond the control of the project.</p> <p>Impacts on the Delivery Programme</p> <p>Despite engaging with highways engineers and utilities programmes regularly, it is not possible to account for emergency utility services works. The project programme was delayed by emergency gas works on Hart Street by 4 months.</p> <p>It also became necessary to reconstruct the steps from London Street to New London Street which had developed some structural failures. This meant works for this project could not commence until these matters had been concluded. This led to a delay of almost twelve months to the start of Phase 2A.</p> <p>Other Impacts</p> <p>Phase 2B experienced delays following internal staff changes which required the redistribution of some roles and responsibilities in order to complete the design work ahead of delivery. This programme change was reported to Members in November 2022. The main works were able to start in April 2023 and were practically complete by September 2023.</p>
<p>10. Assessment of project against Scope</p>	<p>The project’s scope is unchanged and is summarised below:</p> <ul style="list-style-type: none"> • Full pedestrianisation was achieved in New London Street. • Footways have been resurfaced in Yorkstone, raised carriageway in granite and a section of Mark Lane has been widened to improve access. Tree planting was reinstated in Mark Lane. • Where, trees were unable to be planted as in the southern extremity of New London Street, alternative locations have been proposed in the area and will be planted in the upcoming winter planting season.

<p>11. Risks and issues</p>	<p>In addition to the aforementioned programme impacts, such as emergency gas works on Hart Street and the need to rebuild steps in New London Street prior to project works commencing, other risks materialised affecting the overall programme.</p> <p><u>Unforeseen effects of Global Pandemic</u></p> <ul style="list-style-type: none"> • The global pandemic slowed activity through uncertainty, procurement issues, competing highway activities in the City and being compelled to accommodate them by extending the programme. <p><u>Adverse site conditions impact project design</u></p> <ul style="list-style-type: none"> • The need to prioritise emergency access on New London Street meant exploring other areas where trees could be planted that would not be an unnecessary obstruction.
<p>12. Transition to BAU</p>	<p>This project utilised standard design practices with a clear plan for transitioning to business as usual. The project has remained within scope with commonly agreed maintenance regime that will commence when the project has concluded.</p>

Value Review

<p>13. Budget</p>	<p>The project is practically complete with a few outstanding actions to be carried out as summarised below:</p> <p>Outstanding Actions</p> <ul style="list-style-type: none"> • Install up to four new parking bays within the project catchment area to accommodate the removal of those from Mark Lane, and their relocation is being undertaken subject to the successful completion of the statutory traffic order process. (Please see attached plan in Appendix 2 as previously reported in November 2022). • Plant additional trees (subject to ground conditions) and seating/street furniture in the wider catchment area. <table border="1" data-bbox="491 1592 1366 1742"> <tr> <td data-bbox="499 1603 778 1731"><i>Estimated Outturn Cost (G2)</i></td> <td data-bbox="778 1603 1358 1731"> Estimated cost (including risk):£509,914 Estimated cost (excluding risk): £509,914 </td> </tr> </table> <table border="1" data-bbox="491 1778 1374 1962"> <thead> <tr> <th data-bbox="499 1789 786 1854"></th> <th data-bbox="786 1789 1082 1854"><i>At Authority to Start work (G5)</i></th> <th data-bbox="1082 1789 1366 1854"><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="499 1854 786 1892"><i>Fees</i></td> <td data-bbox="786 1854 1082 1892">£57,277</td> <td data-bbox="1082 1854 1366 1892">£ 29,479</td> </tr> <tr> <td data-bbox="499 1892 786 1930"><i>Staff Costs</i></td> <td data-bbox="786 1892 1082 1930">£228,396</td> <td data-bbox="1082 1892 1366 1930">£ 246,139</td> </tr> <tr> <td data-bbox="499 1930 786 1962"><i>Works</i></td> <td data-bbox="786 1930 1082 1962">£408,194</td> <td data-bbox="1082 1930 1366 1962">£ 374,072</td> </tr> </tbody> </table>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk):£509,914 Estimated cost (excluding risk): £509,914		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£57,277	£ 29,479	<i>Staff Costs</i>	£228,396	£ 246,139	<i>Works</i>	£408,194	£ 374,072
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	<i>Other*</i>	£40,000	£0
	<i>Total</i>	£733,867	£649,690
	<p>*Commuted Maintenance to be spent once project is complete.</p> <p>The full budget is expected to be utilised in full. These figures represent the expected spends to carry out the outstanding actions summarised earlier in this section.</p> <p>Final account will be verified upon completion of works and payment of invoices. Although this is not expected to be the case, any unspent funds (including unspent interest accrued against the funds), will be returned to the developer of 70 Mark Lane, in accordance with the Section 106 Agreement with the City of London.</p>		
14. Investment	N/A		
15. Assessment of project against SMART objectives	<p>Objectives from Gateway 2 report: The project predates gateway procedures.</p> <p>The project has produced a high-quality environment by utilising natural materials in keeping with the City's Public Realm SPD (2016).</p>		
16. Key benefits realised	<ul style="list-style-type: none"> • Improved pedestrian movement in the City is expected as a result of the pedestrianisation New London Street. • Reduced pedestrian congestion outside the development is expected to result from the widening of Mark Lane footway. • An increased public perception of safety is expected due to improved lighting and high-quality materials used. • Reinstatement of street trees in Mark Lane, previously removed to facilitate the 70 Mark Lane development. 		

Lessons Learned and Recommendations

17. Positive reflections	Efficient, joined up thinking between City officers ensured a co-ordinated clear approach to resolving potential issues. This was further strengthened by officers' regular communication with developers to facilitate the success of the project, resulting in a much-improved environment
18. Improvement reflections	Where there have clearly been issues, it is important to engage in a post project debrief to ensure lessons are learnt and communicated effectively.
19. Sharing best practice	By engaging in regular meetings to share ideas, disseminate and record best practice, improvements are assured. Lessons learnt are captured as part of a peer review process.
20. AOB	Whilst there is still work outstanding, they are considered minor. It is requested that the Gateway 6 findings are noted and that when the final elements of the work complete that the final account is requested, and the project closed.

Appendices

Appendix 1	Phase 2B Location Plan, S106 Plan
Appendix 2	Phase 2A and 2B Proposals, New Parking Bay Proposals, Images
Appendix 3	Finance
Appendix 4	Risk Register
Appendix 5	Project Coversheet

Contact

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