

Committee(s):	Date(s):	Item no.
Streets and Walkways Sub	21 September 2015	
Projects Sub	08 October 2015	
Subject: Environmental Enhancement projects consolidated outcome report – Gateway 7		Public
Report of: The Director of the Built Environment		For Decision
<u>Summary</u>		
<p>This report consolidates the outcome reports for eight environmental enhancement projects that have been completed in the past 18 months. These are:</p> <ul style="list-style-type: none"> • Bell Wharf Lane (TfL funded project) • Change Alley/Lombard Street (TfL funded project) • Suffolk Lane/Laurence Pountney Hill (TfL funded project) • Green Corridors Year 3 (TfL funded project) • Queenhithe Mosaic (Heritage Lottery Fund, developer voluntary contribution, S106 and TfL funded project) <ul style="list-style-type: none"> • 24-26 Minories (S106 and S278 funded project) • 67 Lombard Street (S278 funded project) • St Andrews Holborn Gardens (S106, TfL and Church funded project) <p>These projects have delivered enhancements ranging in scale from tree planting and access improvements to enhanced public spaces. They represent a major package of public realm improvements that have had a significant positive impact across the City.</p> <p>The projects have all been externally funded, primarily from TfL receipts and voluntary Section 278 Agreements. A few projects have also been funded from S106 receipts or a combination of sources. Three of the schemes included in this report were part of a group of six projects that received a late allocation of additional TfL funds in September 2014 and this funding needed be spent by the end of March 2015. Two of the S278 funded projects have underspends and it will be necessary to transfer the remaining balances back to the developer in accordance with the obligations in the S278s.</p> <p>A financial summary is set out in Table1 below. Individual reports on these projects are provided in Annexes 1-8.</p> <p>Recommendations</p> <p>It is recommended that:</p> <ol style="list-style-type: none"> (i) The outcome information is received and recommendations on individual reports approved 		

Overview

1. Link to Strategic Aims	<p>The various projects support the following strategic aims:</p> <ul style="list-style-type: none"> ● To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors ● To provide valued services, such as education, employment, culture and leisure, to London and the nation.
2. Benefits achieved to date	<p>High quality spaces between buildings are an essential component for a successful City. A well-designed and managed public realm improves the City's liveability, enables it to comfortably accommodate future growth and delivers sustainable outcomes.</p> <p>When taken together, the eight individual schemes, represent a major package of environmental enhancements and highway improvements that have transformed large parts of the City.</p> <p>Benefits that are common to a number of projects include:</p> <ul style="list-style-type: none"> ● A enhanced pedestrian experience through the creation of more space for pedestrians and new public spaces; ● The addition of tree planting and greenery which softens the environment, supports climate change mitigation strategies, improves air quality and supports biodiversity; ● A more accessible public realm; ● Enhanced public spaces which assist in promoting the City as a cultural destination for all communities and visitors <p>Through the delivery of these projects, officers have worked closely in partnership with developers, TfL and other project partners. This successful partnership working has enabled additional funding to be secured for projects and strengthened relationships with key City occupiers.</p>
3. Within which category does the project fit	<p>Various ranging from advisable to desirable.</p>
4. Resources Expended	<p>Expenditure is summarised in Table1 below. Please also see the appended reports for an outturn assessment of each project.</p>

Outturn Assessment

5. Budget	<p>The projects were primarily funded from TfL funds, Section 278 and voluntary contributions and Section 106 receipts. Details of the individual project outturn assessments are set out in the</p>
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	<p>appended reports and summarised in Table1below.</p> <p>There was an underspend of £126,726 in relation to TfL funded projects of which £105,018 was reallocated to other projects in order to maximise the utilisation of funds from TfL.</p> <p>Unspent S278 voluntary contributions must be returned to the developer in accordance with the legal agreements that are in place.</p> <p>All project finances have been subject to independent verification checks and final accounts will be produced prior to returning any unspent Section 278 funds to external funders.</p>
6. Outstanding actions	See enclosed reports

Lessons Learnt

7. Key lessons and how they are being used and applied	<p>Key lessons that are common to a number of projects are set out below. All lessons learnt are set out in Appendix 1.</p> <ul style="list-style-type: none"> ● Area Strategies <ul style="list-style-type: none"> ○ Having approved area strategies in place which have been consulted on with the public has strengthened the City's ability to secure external funding from TfL. This has also enabled officers to develop and implement projects quickly and to efficiently utilise external funds which were time-limited. ● Communication <ul style="list-style-type: none"> ○ Officers have developed very effective partnerships with developers, TfL and other project partners. Clear and regular communication has been vital in building these successful partnerships. ○ Officers consulted local occupiers and kept them informed through the design development and implementation of the projects. This proved to be vital in ensuring the efficient delivery of schemes and meeting the needs of project partners and occupiers. ● Risk <ul style="list-style-type: none"> ○ There is a need to identify high risk elements on projects such as utilities and unknown archaeology and include risk allowances in budgets. ● Programming: <ul style="list-style-type: none"> ○ Delays to developments impact on associated environmental enhancement projects. Project
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	programmes need to be coordinated at an early stage where inter-dependencies are identified.
8. Legal Implications	Included within the report.

Appendices and Annexes

Appendix 1	Schedule of Lessons Learnt
Appendix 2	Comparison of Gateway 2 cost estimates and outturn costs
Annex 1	Bell Wharf Lane
Annex 2	Change Alley/Lombard Street
Annex 3	Suffolk Lane/Laurence Pountney Hill
Annex 4	Green Corridors Year 3
Annex 5	Queenhithe Mosaic
Annex 6	24-26 Minories
Annex 7	67 Lombard Street
Annex 8	St Andrews Holborn Gardens

Contact

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Table 1: Summary of Project Finances

Project	Funding Source	Approved Budget (£)	Expenditure (£)	Variance (£)
Bell Wharf Lane	TFL 2014/15	143,000	122,857	20,143
Lombard Street/Change Alley *	TFL 2014/15	50,000	49,607	393
Suffolk Lane / Laurence Pountney Hill	TFL 2014/15	207,000	132,944	74,056
Green Corridors Yr 3	TFL 2013/14	119,500	97,792	21,708
Queenhithe Mosaic **	S106, TfL 2014/15 and Third Party contributions	196,222	191,590	4,632
24-26 Minories S278	S278	62,850	51,469	11,381
24-26 Minories S106 ***	S106	17,000	15,499	1,501
67 Lombard Street	S278	50,570	23,896	26,674
St Andrews Holborn Gardens	S106, S278, Third party contributions and TFL 2014/15	555,587	553,937	1,650
TOTAL		1,401,729	1,239,591	162,138

*Includes Goods Receipt Note of £830 expected to be paid imminently

**Queenhithe Mosaic – There is an outstanding commitment of £5,643 for lighting that has been included in the expenditure

***Expenditure includes the sum of £5,236 which has been retained for tree planting at a later date.

Appendix 1
Schedule of main lessons learnt from individual project reports

Annex	Project name	Lessons Learnt
1	Bell Wharf Lane	<ul style="list-style-type: none"> ● Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. ● Good and regular communication between officers at the City of London and the local occupiers ensured a successful outcome and helped to enable completion in advance of the programme.
2	Change Alley/Lombard Street	<ul style="list-style-type: none"> ● Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. ● Where there are visible basements evidenced by skylights, it is imperative to carry out a visual inspection of the space beneath the footway when upgrading mastic asphalt to York Stone. This identifies whether there is existing water ingress to the basement ahead of any works commencing.
3	Suffolk Lane/Laurence Pountney Hill	<ul style="list-style-type: none"> ● Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. ● There are opportunities to assess whether it is possible to utilise existing services before designing in new connections.
4	Green Corridors Year 3	<ul style="list-style-type: none"> ● Due to the vast number of underground services, planting trees in the City is particularly challenging with multiple surveys and trial holes required to find space to plant. This means that the cost of planting trees in the City is higher than other Boroughs which generally have fewer underground services. There is also a need to start utility investigations earlier in the programme.
5	Queenhithe Mosaic	<ul style="list-style-type: none"> ● Involving the community in the fabrication of the queenhithe mosaic was a particularly positive aspect of the project and this approach can be considered for other appropriate projects in the future.

		<ul style="list-style-type: none"> • The completion of Legal agreements is rarely predictable and as such additional time should be factored into a project programme early on in the process.
6	24-26 Minories	<ul style="list-style-type: none"> • Regular communication played an important role in ensuring that the coordination of works was efficiently carried out The need for coordination with the developer's construction programme, utility works and the on-going Aldgate project works in Minories was a challenging aspect of the project. • The requirement for coordination between multiple projects will be identified at an early stage in the project process (project initiation document) with a greater emphasis on information sharing, especially where multiple activities in an area have the potential for conflict.
7	67 Lombard Street	<ul style="list-style-type: none"> • When works need to be coordinated with developments, there is often an impact on project programmes. This needs to be factored in as a risk on similar projects. • The need to achieve more accurate cost estimates, particularly with standard materials has been recognised and will continue to be monitored.
8	St Andrew Holborn Gardens	<ul style="list-style-type: none"> • Regular communication with the Church was vital in building a successful partnership. • Archaeological remains on-site impacted the programme and budget of the project. Therefore, sites which present a high risk of finding archaeological remains, such as churchyards, should have a provisional sum allocated for this specific risk in anticipation of this eventuality. • Works to the existing stone staircase were complicated, and took more time than estimated. It is recommended that specialist contractors are consulted at an earlier stage of the design in order to avoid this risk. • Specialist construction work, in this case brickwork, which is not normally carried out by the Term Contractor was difficult to price and agree. The Term Contractor could have been involved at an earlier stage to discuss options for procurement of specialist items. • The construction package produced by the external design consultant was found to be deficient in some respects, particularly in relation to levels where the information was not sufficiently detailed and this caused

		<p>delays to the works and required a specialist surveyor to check the levels. Going forward, the need for this specialism would need to be identified earlier in the design process</p>
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Appendix 2

Comparison between Gateway 2 cost estimates and outturn costs

Annex 1: Bell Wharf Lane			
Gateway	Cost (£s)	Difference	Comments
Gateway 2/5	200,000		The project was part of a group of six projects approved in September 2014, utilising additional TfL funds that had just been allocated. This funding needed to be spent by the end of March 2015. In view of the short timeframe to deliver the project, only outline cost estimates were provided. Costs were re-estimated as part of a subsequent issues report.
Outturn Cost	122,857	(77,143)	Most unspent funds were reallocated to other projects.

Annex 2: Change Alley/Lombard Street			
Gateway	Cost (£s)	Difference	Comments
Gateway 2/5	50,000		The project was part of a group of six projects approved in September 2014, utilising additional TfL funds that had just been allocated. This funding needed to be spent by the end of March 2015. In view of the short timeframe to deliver the project, only outline cost estimates were provided.
Outturn Cost	49,726	(393)	

Annex 3: Suffolk Lane/Laurence Pountney Hill			
Gateway	Cost (£s)	Difference	Comments
Gateway 2/5	290,000		The project was part of a group of six projects approved in September 2014, utilising additional TfL funds that had just been allocated. This funding needed to be spent by the end of March 2015. In view of the short timeframe to deliver the project, only outline cost estimates were provided. The project scope was also reduced by a subsequent issues report.
Outturn Cost	132,944	(157,056)	Most unspent funds were reallocated to other projects.

Annex 4: Green Corridors Year 3			
Gateway	Cost (£s)	Difference	Comments
Bid Report (2010)*	175,000		Scope was decreased through subsequent reports
Outturn Cost	97,792	(77,208)	

*Pre-dated Gateway process

Annex 5: Queenhithe Mosaic			
Gateway	Cost (£s)	Difference	Comments
Gateway 2	120,000 to 150,000		
Outturn Cost	191,590	+41,590 to +71,590	Additional funds were approved to meet the increased costs of the project associated with work undertaken by Southbank Mosaics

Annex 6: 24-26 Minories Public Realm Improvements			
Gateway	Cost (£s)	Difference	Comments
Gateway 2	90,000 to 100,000		
Outturn Cost	67,371	(23,032) to (33,032)	Costs were lower than originally anticipated

Annex 7: 67 Lombard Street environmental enhancements			
Gateway	Cost (£s)	Difference	Comments
Gateway 2	70,000 to 80,000		
Outturn Cost	23,896	(46,104) to (56,104)	Costs were lower than originally anticipated

Annex 8: St Andrews Holborn			
Gateway	Cost (£s)	Difference	Comments
Bid report (2009)*	367,000		
Outturn Cost	553,937	+186,937	Scope and funding sources changed through subsequent approvals.

*pre-dated Gateway process

Annex 1

Project Name: Bell Wharf Lane

Summary

Brief description of project

This scheme was identified as a high priority project from the recently revised Riverside Walk Enhancement Strategy.

Following initial improvements carried out in early 2014 that involved the installation of bollards to prevent vehicle over-run and lighting improvements, the second phase of improvements in Bell Wharf Lane included:

- Re-surfacing the western footway and southern area of the Lane in Yorkstone to create a brighter and more attractive environment
- Installing new cycle racks
- Further improvements to lighting to create a more attractive place
- De-cluttering the forecourt of Walbrook Wharf and installing kerbs and bollards to replace timber baulks and temporary plastic barriers and cones
- An experimental traffic order to make the Lane 'access only'

The scheme was funded by additional TfL major scheme funding allocation for 2014/15. This funding was secured by officers through discussions with TfL who needed to re-allocate funds from other Boroughs which could not be spent in time.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project.

Outturn Assessment

<p>1. Assessment of project against success criteria</p>	<p>The main objectives of the project were the improvement to the appearance of the street which is a convenient connection to the Riverside, as well as improvements to road safety. These have been achieved through new paving materials, de-cluttering, signage and lighting as well as the experimental traffic order that started in June 2015.</p> <p>The Little Ship Club are a key occupier on Bell Wharf Lane and were very keen to see the improvements made as it is used as the main pedestrian route to their premises as well as a convenient connection to the Riverside Walk. There was also a need to tidy up the forecourt and remove clutter from in front of Walkbrook Wharf as various temporary barriers and structures needed to be removed.</p> <p>The completed scheme has been very well received by the Little Ship Club and the area in front of Walbrook Wharf has been transformed with the</p>
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	temporary plastic barriers removed and permanent kerbs put in place.																								
2. Programme	Works started as per programme on 6 th January 2015 and were completed at the end of February 2015, in advance of the programme.																								
3. Budget	The project was completed within the agreed budget																								
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Final Account Verification	Verified																								
4. Outstanding Actions	An experimental traffic order has been implemented on Bell Wharf Lane which restricts entry to only those vehicles loading and accessing off street premises. This measure will be monitored to determine its effectiveness in reducing the volume of traffic entering Bell Wharf Lane as well as three point turns and U-turn manoeuvres. If the experiment is deemed successful officers will consult statutory organisations and the public on making the measure permanent. The monitoring is programmed to be undertaken in June 2016 following completion of the East West Cycle Superhighway along Upper Thames Street in May 2016.																								

Lessons Learnt

5. Key lessons	<p>The key lessons learnt are:</p> <ul style="list-style-type: none"> • Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. • Good and regular communication between officers at the City of London and the local occupiers ensured a successful outcome and helped to enable completion in advance of the programme.
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6. Implementation plan for lessons learnt	Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.
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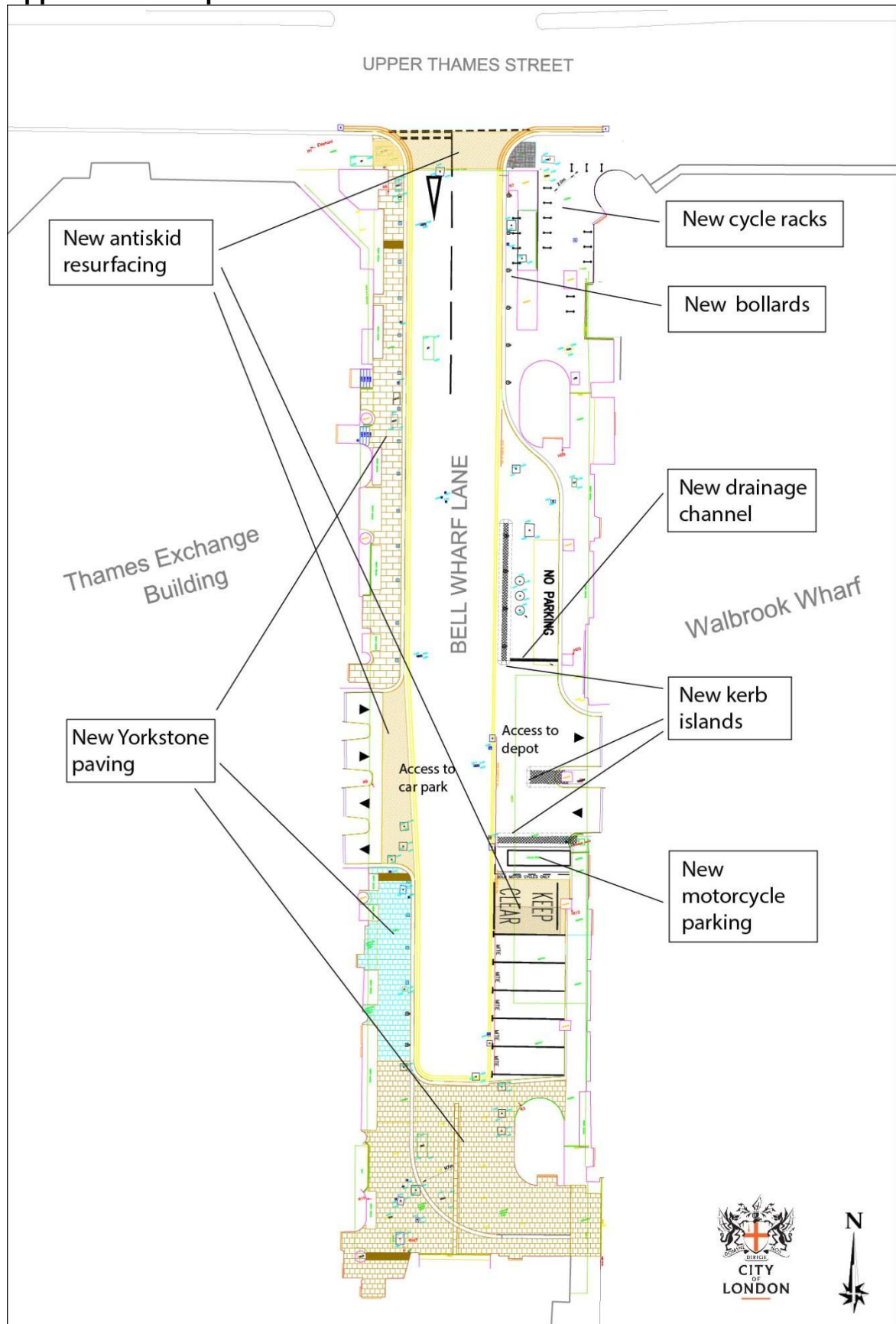
Appendices

Appendix 1	Site Plan
Appendix 2	Before and After Images

Contact

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Appendix 1: Site plan



Appendix 2: Before and After images



Before



After

Annex 2

Project Name: Change Alley/Lombard Street Improvement Works
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<u>Summary</u>

Brief description of project

The enhancement of the Courts and Lanes in the Bank area is a high priority project of the approved Bank Area Enhancement Strategy. Following approval of the Gateway 2 report in January 2014, outline designs were produced for various courts and lanes and priorities identified which included Change Alley.

This project proposed improvements in Change Alley at the arm that meets Lombard Street adjacent to no.68, in order to enhance this key walking route and in particular to improve accessibility by raising a section of carriageway to footway level.

The scheme was funded by an additional TfL major scheme funding allocation for 2014/15. This funding was secured by officers through discussions with TfL who needed to re-allocate funds from other Boroughs which could not be spent in time.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project

Outturn Assessment

1. Assessment of project against success criteria	<ul style="list-style-type: none"> ● Improved pedestrian accessibility on the western arm of Change Alley that meets Lombard Street where there are currently sections of carriageway with no useable footways. <ul style="list-style-type: none"> ○ <i>The carriageway was raised to footway level to make the area accessible for all.</i> ● Enhance the setting of Listed Buildings in the Bank Conservation Area by consolidating the appearance of footways currently laid in mixed materials. <ul style="list-style-type: none"> ○ <i>To ensure consistency of footway material sections of mastic asphalt were upgraded to York Stone to ensure they matched surrounding areas.</i> ● Improve pedestrian safety due to the high numbers of pedestrians in the area. <ul style="list-style-type: none"> ○ <i>A traffic Order was achieved to pedestrianise a small section Change alley. This has greatly reduced the potential for conflict between different modes of transport without compromising local businesses ability to service their premises.</i>
2. Programme	The project was completed within the agreed programme

3. Budget	<table border="1"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>18,405</td> <td>18,105</td> <td>300</td> </tr> <tr> <td>Fees Total:</td> <td>3,765</td> <td>3,765</td> <td>-</td> </tr> <tr> <td>Works Total:</td> <td>27,830</td> <td>27,737</td> <td>93</td> </tr> <tr> <td>Contingency:</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>50,000</td> <td>49,726</td> <td>393</td> </tr> </tbody> </table>		Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	18,405	18,105	300	Fees Total:	3,765	3,765	-	Works Total:	27,830	27,737	93	Contingency:	-	-	-	Grand Total	50,000	49,726	393
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Final Account Verification	<p>The project was completed within the agreed budget</p> <p>Verified</p>																								
4. Outstanding Actions	N/A.																								

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> • Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. • Where there are visible basements evidenced by skylights, it is imperative to carry out a visual inspection of the space beneath the footway when upgrading mastic asphalt to York Stone. This identifies whether there is existing water ingress to the basement ahead of any works commencing.
6. Implementation plan for lessons learnt	<ul style="list-style-type: none"> • Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.

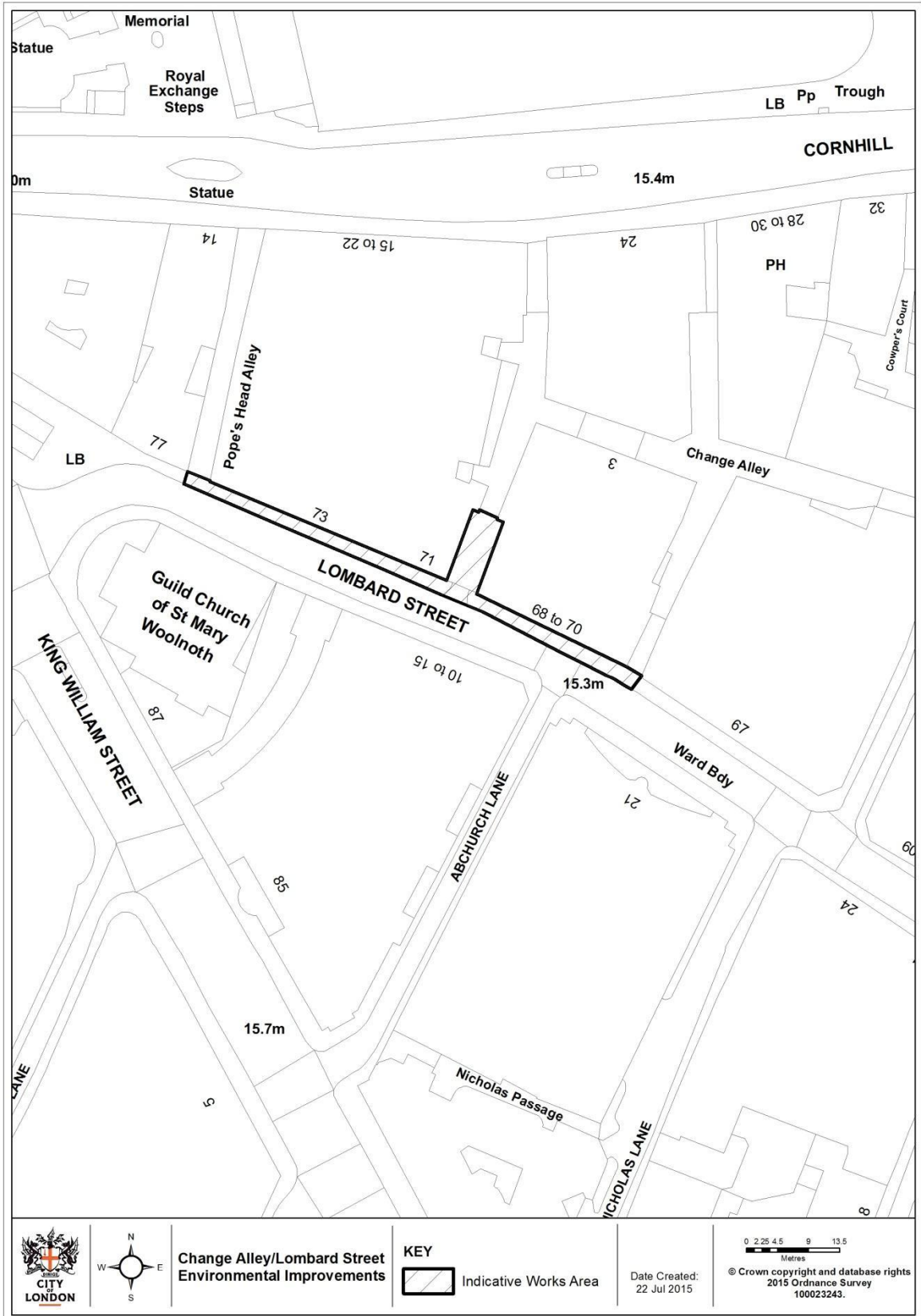
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Contact

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Telephone Number	020 7332 1158

Appendix 1: Site Plan



Appendix 2: Before and After Images



Before: Change Alley Looking North



After: Change Alley Looking North

Annex 3

Project Name: Suffolk Lane/Laurence Pountney Hill

Summary

Brief description of project

This project was identified in the approved Fenchurch and Monument area enhancement strategy.

Laurence Pountney Hill is located within a conservation area and is adjacent to several listed buildings. It is also the site of the Roman Governor's Palace Scheduled Monument. The area was dominated by carriageway with relatively narrow footways and adjacent to two private gardens but offered very little public realm amenity for local workers and residents and was not particularly accessible for wheelchair users or people with limited mobility.

Proposals to redress this balance included, raising the carriageway of the western turning head to footway level and re-surfacing in York stone and granite setts to match surrounding footway areas, making the area accessible for all. Trees were planted and seating and lighting installed. The remaining carriageway was finished in an anti-skid material to provide a visual contrast with the existing York stone and granite setts in the area. Existing motorcycle parking spaces were relocated to nearby Bush Lane.

The scheme was funded by an additional TfL major scheme funding allocation for 2014/15. This funding was secured by officers through discussions with TfL who needed to re-allocate funds from other Boroughs which could not be spent in time.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project

Outturn Assessment

1. Assessment of project against success criteria	<ul style="list-style-type: none">● Access improvements to make the area more accessible for wheelchair users and those with mobility impairments<ul style="list-style-type: none">○ <i>Raising the carriageway and widening footways has greatly improved accessibility for all.</i>● Improved walking routes and way-finding improvements<ul style="list-style-type: none">○ <i>The reclamation of some footway and the relocation of motorcycle parking has simplified the environment, providing visual stimuli that enables pedestrians to traverse a much improved environment.</i>
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	<ul style="list-style-type: none"> ● Environmental enhancements to complement the character of the conservation area, listed buildings and respect the setting of the scheduled monument <ul style="list-style-type: none"> ○ <i>Introducing planting and providing opportunities for seating has greatly improved the visual appearance of the area and enhanced the pedestrian experience. In order to ensure the integrity of the local heritage officers sought advice from English Heritage to ensure compliance with statutory responsibilities. A watching Brief was commissioned to guide the parameters of the works.</i> 																								
<p>2. Programme</p>	<p>Although the project was largely complete within the programme, there were additional snagging works that were completed beyond the programme period.</p> <p>Snagging works were largely concerned with the re-routing of irrigation piping more discreetly to ensure that their location did not have a detrimental effect on the setting of adjacent listed buildings.</p>																								
<p>3. Budget</p>	<table border="1" data-bbox="475 1003 1465 1281"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>45,000</td> <td>34,959</td> <td>10,041</td> </tr> <tr> <td>Fees Total:</td> <td>20,000</td> <td>13,818</td> <td>6,182</td> </tr> <tr> <td>Works Total:</td> <td>142,000</td> <td>84,167</td> <td>57,833</td> </tr> <tr> <td>Contingency:</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>207,000</td> <td>133,060</td> <td>74,056</td> </tr> </tbody> </table> <p>The project was completed within the agreed budget</p> <p>There was a significant underspend on this project. This is as a result of:</p> <ul style="list-style-type: none"> ● There was significant archaeology in the area and due to the discovery of human remains at various depths, it was necessary to reduce the scope of the drainage and irrigation works to avoid disturbing the remains. It was then agreed with the occupiers of Vestry House to utilise their existing irrigation system to maintain the area of planting adjacent to their building thereby reducing works costs further. ● Cost estimates were put together based on an early sketch design due to the short time-frame for design and implementation as the TfL funds were time-limited. 		Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	45,000	34,959	10,041	Fees Total:	20,000	13,818	6,182	Works Total:	142,000	84,167	57,833	Contingency:	-	-	-	Grand Total	207,000	133,060	74,056
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Final Account Verification	Verified
4. Outstanding Actions	N/A

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> • Having an approved and up-to-date area strategy, that has been consulted upon with the public, assisted in securing funding and providing confidence to TfL in the project and the team's ability to deliver on time, as the TfL funding was time-limited. • There are opportunities to assess whether it is possible to utilise existing utility services before designing in new connections.
6. Implementation plan for lessons learnt	<ul style="list-style-type: none"> • Lessons learnt to be shared at Team Meetings and through consultation on this Gateway report.

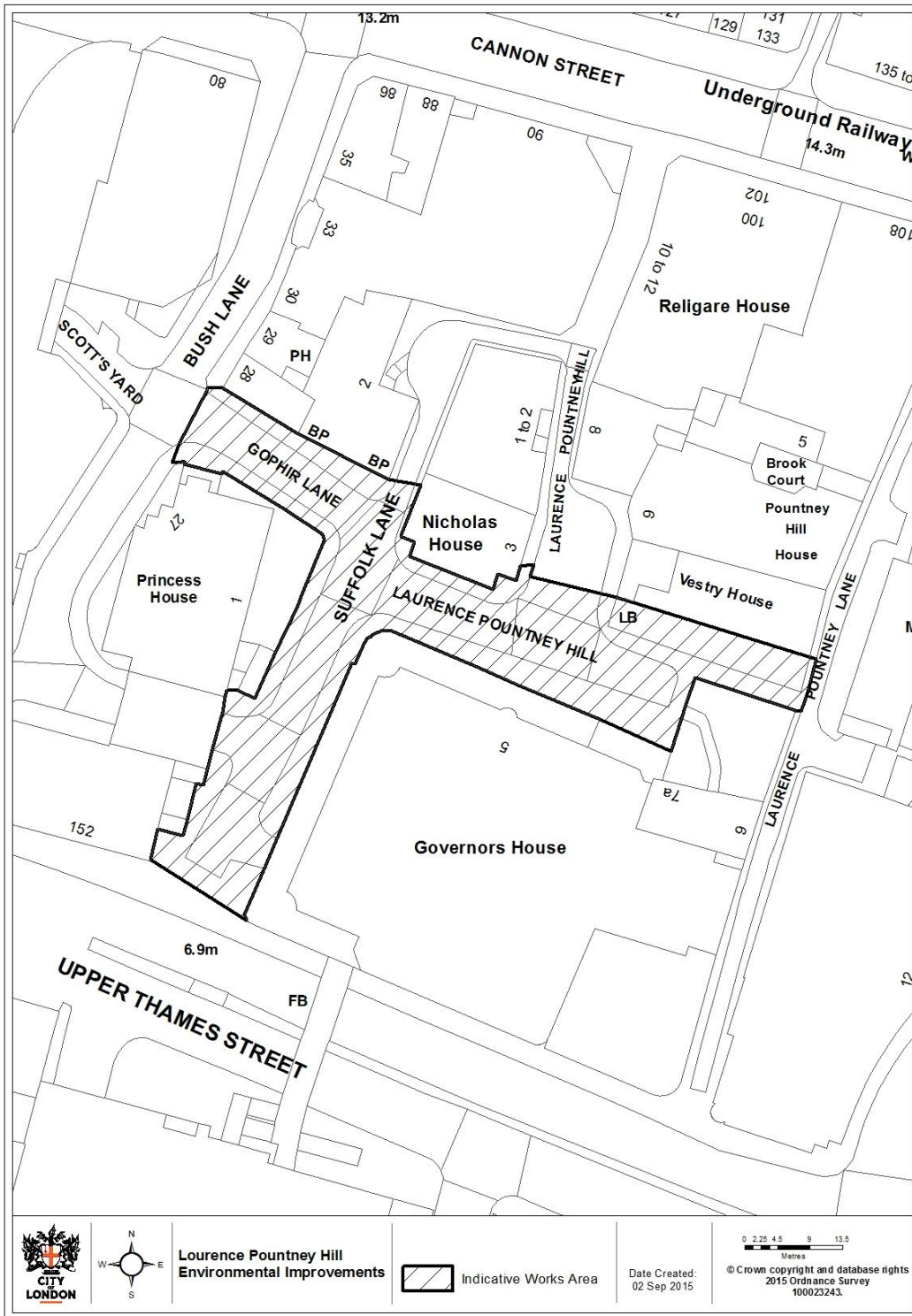
Appendices

Appendix 1	Site Plan
Appendix 2	Before and After Images

Contact

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Telephone Number	020 7332 1158

Appendix 1: Site Plan



Appendix 2: Before and After Images



Annex 4

Project Name: Green Corridors Year 3

Summary

Brief description of project

The project comprised the planting of trees in City-wide locations. A total of 43 trees were planted across Years 1-3 and of these, 18 were planted in Year 3.

The main locations are set out below and shown on the plan in Appendix A. The locations were subject to successful trial holes to determine whether conducive to planting trees. Final locations and tree species were then determined in consultation with the Department of Open Spaces.

Locations (Years 1-3):

- Gresham Street
- Carmelite Street
- Pepys Street
- Eastcheap/Great Tower Street,
- Fenchurch Street
- Monument Street
- Newgate Street
- Fann Street
- Bridgewater Square
- Monkwell Square

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project

Outturn Assessment

1. Assessment of project against success criteria	Project Success Criteria It was possible to plant 43 street trees over years 1-3, which is 3 more than originally planned. The trees have contributed to local biodiversity and enhanced the local environment by increasing the green infra-structure in areas devoid of street trees.
2. Programme	The project was completed within the agreed programme

3. Budget	<table border="1"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>40,145</td> <td>38,100</td> <td>2,045</td> </tr> <tr> <td>Fees Total:</td> <td>10,000</td> <td>7,864</td> <td>2,136</td> </tr> <tr> <td>Works Total:</td> <td>69,355</td> <td>51,828</td> <td>17,527</td> </tr> <tr> <td>Contingency:</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>119,500</td> <td>97,792</td> <td>21,708</td> </tr> </tbody> </table>				Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	40,145	38,100	2,045	Fees Total:	10,000	7,864	2,136	Works Total:	69,355	51,828	17,527	Contingency:	-	-	-	Grand Total	119,500	97,792	21,708
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	Contingency:	-	-	-																							
Grand Total	119,500	97,792	21,708																								
<p>The project was completed within the agreed budget</p>																											
<p>Given the time needed to undertake trial holes to find space to plant trees, it was not possible to utilise the full budget within the time available. Therefore, the remaining budget of £21,709 was not able to be claimed from TfL at the end of the financial year 2013/14.</p>																											
Final Account Verification	Verified																										
4. Outstanding Actions	N/A																										

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> Due to the vast number of underground services, planting trees in the City is particularly challenging with multiple surveys and trial holes required to find space to plant. This means that the cost of planting trees in the City is higher than other Boroughs which generally have fewer underground services. There is also a need to start utility investigations earlier in the programme.
6. Implementation plan for lessons learnt	<ul style="list-style-type: none"> Lessons learnt to be shared at Team Meetings and through consultation on this Gateway report.

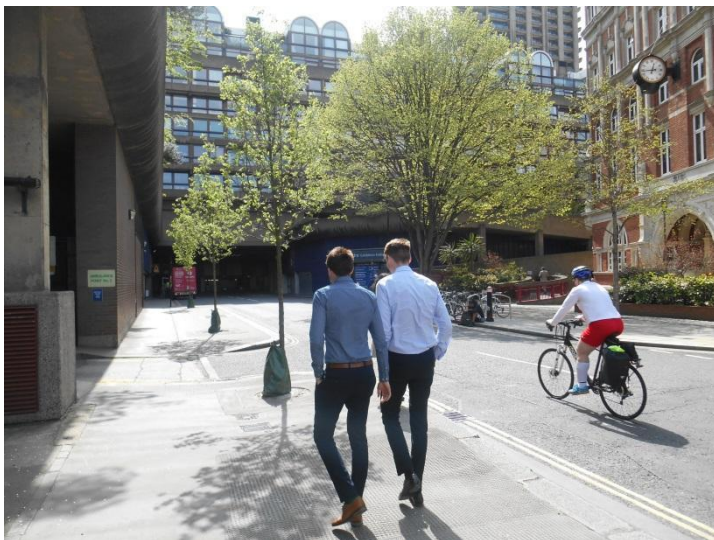
Appendices

Appendix A	Some Images of street trees planted
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Appendix A: Some Images of street trees planted



Annex 5

Project Name: Queenhithe Mosaic

Summary

Brief description of project

The project involved the creation of a new mosaic installation on a section of the Riverside Walk east tidal barrier wall at Queenhithe. The mosaic is a 'timeline' of the River Thames and tells the story of the importance of the river to London.

The mosaic also includes authentic archaeological finds from the riverside. The size of the installation is approximately 1m high x 30m long.

The project was delivered in partnership with Southbank Mosaics who are a charitable organisation that involve the community in their work. The scheme was funded from a variety of sources including a Heritage Lottery Fund grant, a voluntary contribution from the developer of the hotel at Queenhithe, S106 funds and additional funding from Transport for London.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project

Outturn Assessment

1. Assessment of project against success criteria

- Improvement to the appearance of the Riverside Walk at Queenhithe.
 - *What was once a featureless wall, is now home to a high quality piece of original art work.*
- Interpretation and illustration of rich history of the area in an attractive form.
 - *The mosaic has been well received and has the full endorsement of the local Ward Alderman.*
- Opportunities for Community Engagement and educational opportunities:
 - *The Ward Alderman, the City of London School and local businesses and residents were involved in helping to construct the mosaic through workshop sessions.*
 - *Local Schools have included the mosaic as an aid to learning. Southbank Mosaics are currently developing a school of mosaics as an extension to their current contribution to local mosaic making.*

2. Programme	The project was not completed within the agreed programme due to delays incurred by Southbank mosaics. These are described in more detail below.																												
3. Budget	<table border="1" data-bbox="475 488 1449 869"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>22,610</td> <td>17,978</td> <td>4,632</td> </tr> <tr> <td>Fees Total:</td> <td>1,752</td> <td>1,752</td> <td>-</td> </tr> <tr> <td>Works Total:*</td> <td>112,643</td> <td>112,643</td> <td>-</td> </tr> <tr> <td>Launch Event **</td> <td>2,717</td> <td>2,717</td> <td>-</td> </tr> <tr> <td>Works (Southbank Mosaics) ***</td> <td>56,500</td> <td>56,500</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>196,222</td> <td>191,590</td> <td>4,632</td> </tr> </tbody> </table> <p data-bbox="475 875 1468 943">* There is an outstanding commitment of £5,643 for lighting that is included in the expenditure</p> <p data-bbox="475 947 986 976">** Launch event – revenue expenditure</p> <p data-bbox="475 981 979 1010">*** Paid directly to Southbank Mosaics</p> <p data-bbox="475 1059 1468 1167">Additional funds were approved by the Streets & Walkways and Projects Sub-Committees on the 23rd and 25th March 2015 respectively, to increase the budget by £50,000.</p> <p data-bbox="475 1171 1468 1458">The additional funds were required to meet the increased costs of the project associated with work undertaken by Southbank Mosaics (SBM) as a result of unforeseen delays of approximately 3 months to the agreed programme of implementation and the running costs incurred by SBM as a result of these delays. The amount was negotiated with SBM to cover work undertaken to ensure the Queenhithe Mosaic was installed before the winter months when installation was not possible.</p> <p data-bbox="475 1507 1468 1615">Members approved the utilisation of an additional £50,000 from the TfL 2014/15 funding allocation and assigned this sum to SBM to meet the additional costs associated with the delivery of the project.</p> <p data-bbox="108 1664 456 1776">Final Account Verification</p> <p data-bbox="475 1697 1257 1727">Not Verified due to outstanding commitment for lighting</p>		Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	22,610	17,978	4,632	Fees Total:	1,752	1,752	-	Works Total:*	112,643	112,643	-	Launch Event **	2,717	2,717	-	Works (Southbank Mosaics) ***	56,500	56,500	-	Grand Total	196,222	191,590	4,632
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Works (Southbank Mosaics) ***	56,500	56,500	-																										
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4, Outstanding Actions	<ul style="list-style-type: none"> <li data-bbox="475 1783 1417 1883">● Installation of feature lighting to improve the light levels on Queenhithe and the appearance of the Mosaic in low light. The installation is expected to be completed by September 2015. 																												

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none">• Involving the community in the fabrication of the queenhithe mosaic was a particularly positive aspect of the project and this approach can be considered for other appropriate projects in the future.• The completion of Legal agreements is rarely predictable and as such additional time should be factored into a project programme early on in the process.
6. Implementation plan for lessons learnt	<ul style="list-style-type: none">• Lessons learnt to be shared at Team Meetings and with external partners and through consultation on this Gateway report.

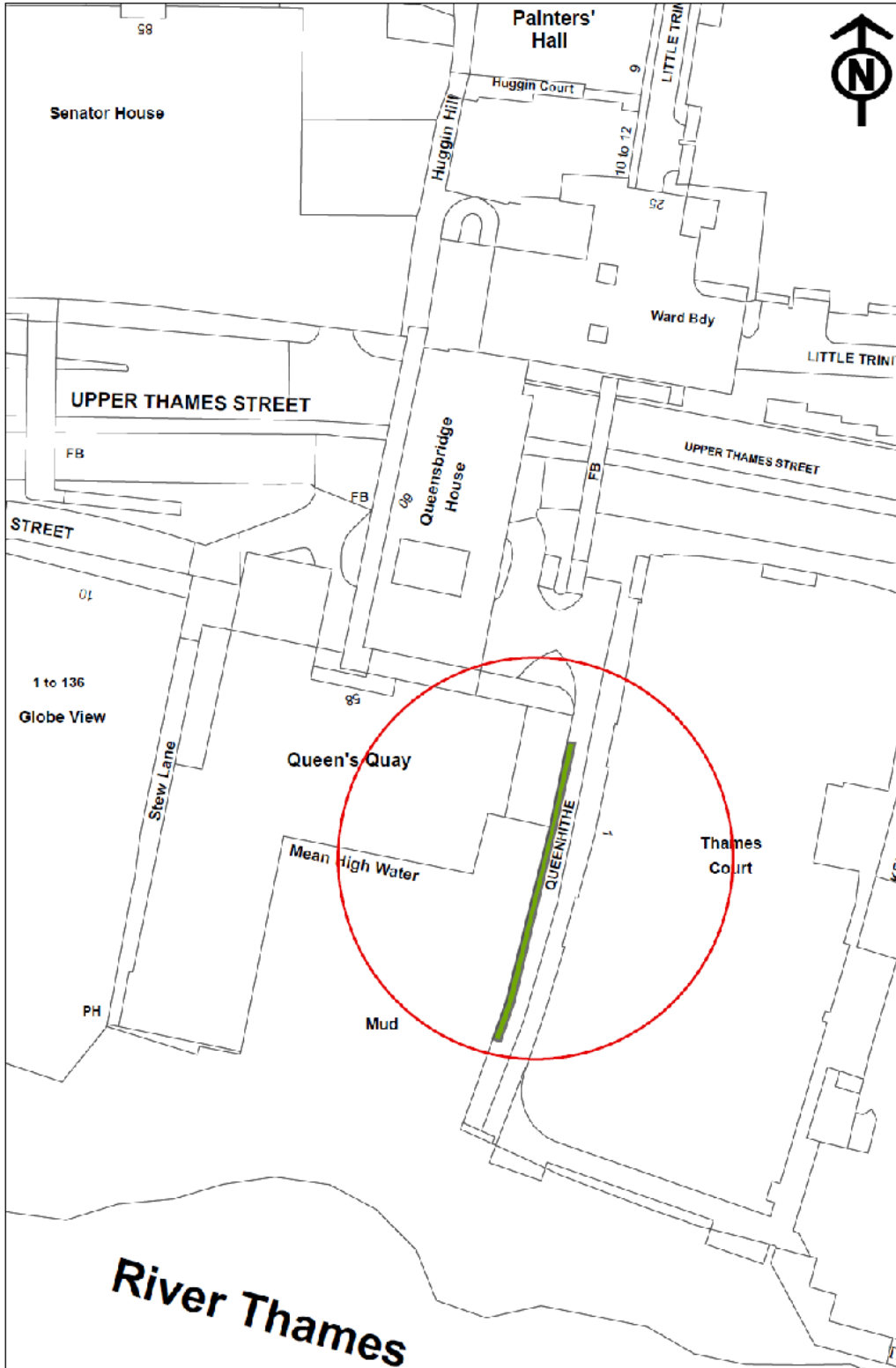
Appendices

Appendix 1	Site Plan
Appendix 2	Before and After Images


Contact

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Telephone Number	020 7332 1158

Appendix 1: Site Plan



site Location Plan

 Proposed Site

Appendix 2: Before and After Images



Annex 6

Project Name: 24-26 Minories Public Realm Improvements

Summary

Brief description of project

The project involved resurfacing the footway around the development in York stone and the creation of raised table at the junction with St Clare Street to improve pedestrian movement. Works also included the planting of trees in Jewry Street/Aldgate to replace the two trees that were lost as part of the hotel development. The scheme was funded from a S106 and S278 contribution from the hotel developer.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project, and;
- Approve the return of unspent S278 funds to the developer of 24-26 Minories

Outturn Assessment

<p>1. Assessment of project against success criteria</p>	<ul style="list-style-type: none">● Establishment of a minimum of 3 street trees to replace 2 trees lost as a result of the redevelopment. <u>Assessment:</u> Surveys have shown that the 3 trees to be planted adjacent to the hotel entrance on Minories could not be sited there due to London Underground constraints on depth. Therefore, suitable alternative locations in Jewry Street/Aldgate Junction were agreed. To date 2 trees have been planted in Jewry Street with the 3rd tree to be planted at the junction with Aldgate in the 2015/16 planting season to align with the phased implementation of the over-arching Aldgate Gyratory Project in the area.● Improvement in the appearance of the street. <u>Assessment:</u> The resurfacing of the footway around the completed hotel, the creation of a table at the junction with St Clare Street and the introduction of trees nearby has improved the appearance of an area that was considered drab and lacking greenery. The developer is very pleased with the outcome of the project.
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- **Improved pedestrian movement and safety at nearby crossing points.**
Assessment:
 The creation of a raised table at the junction of Minories and St Clare Street has improved pedestrian movement and safety.

2. Programme

Although, the vast majority of the works were completed within programme, the planting of the remaining tree in the 2014 planting season was incompatible with the overarching Aldgate Gyratory Project in the area. The tree will now be planted by March 2016 when these works have been completed.

3. Budget

S278 Outturn Assessment			
	Approved Budget (£)	Expenditure (£)	Variance (£)
Staff Costs:	12,000	9,269	2,731
Fees Total:	4,650	-	4,650
Works Total:	42,200	42,200	-
Contingency:	4,000	-	4,000
Grand Total	62,850	51,469	11,381

The project was completed within the agreed budget

S106 Outturn Assessment			
	Approved Budget (£)	Expenditure (£)	Variance (£)
Staff Costs:	6,198	4,912	1,286
Fees Total:	215	-	215
Works Total:*	10,587	10,587	0
Contingency:	-	-	-
Grand Total	17,000	15,499	1,501

*Sum of £5,236 has been retained for tree planting at a later date.

The scheme was designed in-house and so there was no need to utilise the fees in the budget.

Final Account Verification

Not Verified due to outstanding commitment for tree planting

4. Outstanding Actions	<p><u>Outstanding Actions</u></p> <p>The outstanding item is the planting of the third of three street trees approved at the junction of Jewry Street and Aldgate.</p> <p>The planting of the last street tree is now programmed for implementation by 31st March 2016, the management of which will be undertaken by the Open Spaces Team as part of the Aldgate project.</p>
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Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> ● Regular communication played an important role in ensuring that the coordination of works was efficiently carried out. The need for coordination with the developer's construction programme, utility works and the on-going Aldgate project works in Minories was a challenging aspect of the project. ● The requirement for coordination between multiple projects will be identified at an early stage in the project process (project initiation document) with a greater emphasis on information sharing, especially where multiple activities in an area have the potential for conflict.
6. Implementation plan for lessons learnt	Lessons will be shared through consultation on this report and through team meetings.

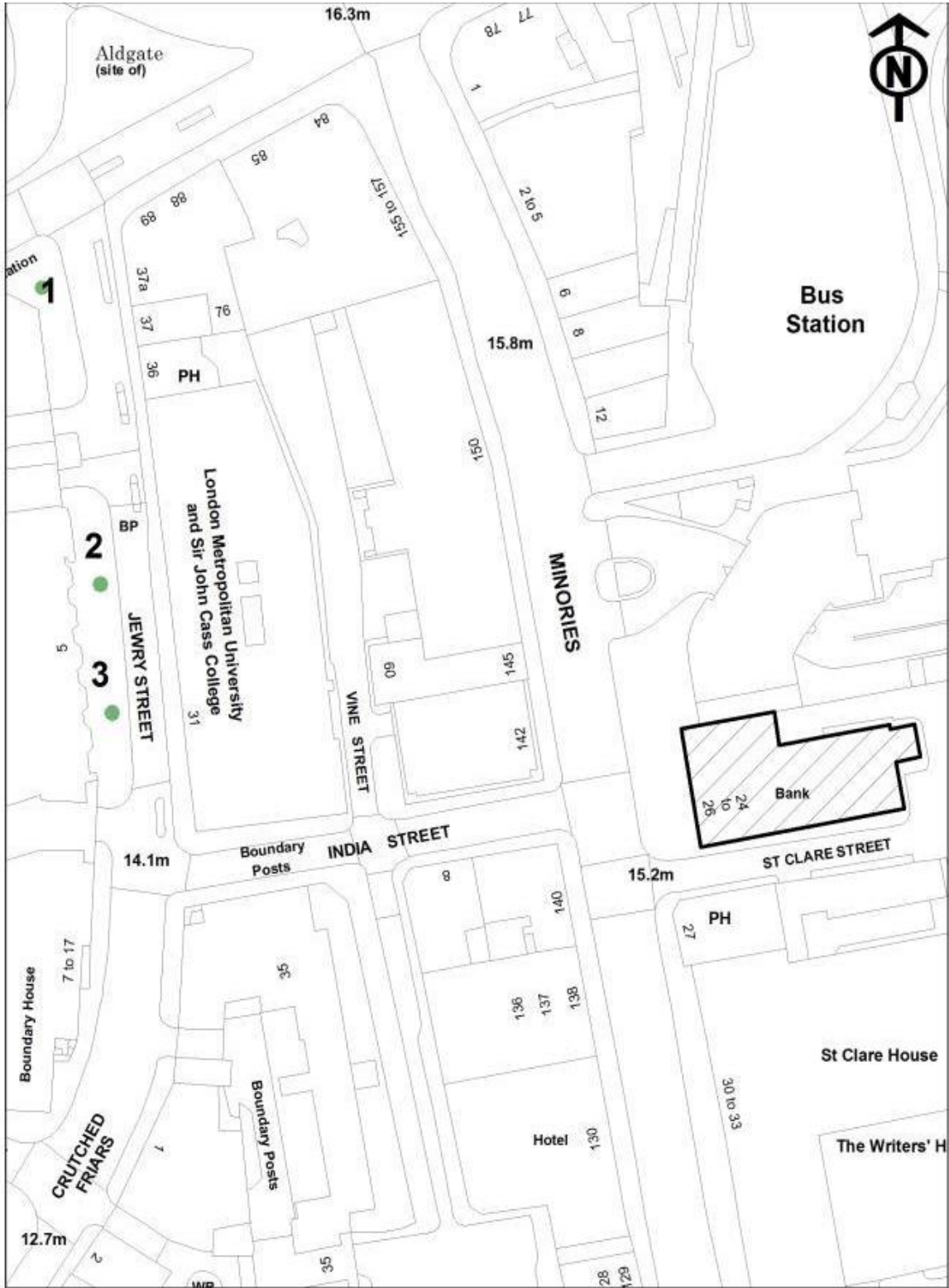
Appendices

Appendix A	Jewry Street Tree Locations
Appendix B	Before and After Images

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Appendix A Jewry Street Tree Locations



- Tree 1
- Tree 2
- Tree 3
- 24-26 Minories

Site Location Plan





St Clare Street –Before



St Clare Street - After

Annex 7

Project Name: 67 Lombard Street environmental enhancements

Summary

Brief description of project

The project involved the replacement of the existing mastic asphalt footway in front of 67 Lombard Street with York stone and new granite kerbs, the installation of one uplighter and two bollards. The project was externally funded by the developer through a voluntary Section 278 agreement, including all associated staff costs.

Lombard Street is situated in the Bank conservation area. The project aimed to enhance the appearance of the street and the conservation area.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project, and;
- Approve the return of unspent S278 funds to the developer.

Outturn Assessment

1. Assessment of project against success criteria	<p>The project has provided an enhanced and consistent streetscape in this important part of the conservation area.</p> <p>The new development now has a high quality setting and the developer is very pleased with the outcome.</p>
2. Programme	<p>The project start date was delayed by 6 months due to works being carried out by the developer which impeded access to the site. However, once the works commenced, the project was completed within the agreed programme.</p>

3. Budget	<table border="1"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>10,940</td> <td>7,672</td> <td>3,268</td> </tr> <tr> <td>Fees Total:</td> <td>2,650</td> <td>-</td> <td>2,650</td> </tr> <tr> <td>Works Total:</td> <td>29,604</td> <td>16,224</td> <td>13,380</td> </tr> <tr> <td>Contingency:</td> <td>7,376</td> <td>-</td> <td>7,376</td> </tr> <tr> <td>Grand Total</td> <td>50,570</td> <td>23,896</td> <td>26,674</td> </tr> </tbody> </table>				Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	10,940	7,672	3,268	Fees Total:	2,650	-	2,650	Works Total:	29,604	16,224	13,380	Contingency:	7,376	-	7,376	Grand Total	50,570	23,896	26,674
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Contingency:	7,376	-	7,376																								
Grand Total	50,570	23,896	26,674																								
Final Account Verification	<p>The project was completed within the agreed budget</p> <p>There is a significant underspend on this project. This is as a result of the works estimate not being sufficiently accurate with utility works costing far less than anticipated. The contingency and fees budget was also not needed as design was carried out by officers 'in house'.</p> <p>Verified</p>																										
4. Outstanding Actions	None.																										

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> • When works need to be coordinated with developments, there is often an impact on project programmes. This needs to be factored in as a risk on similar projects. • The need to achieve more accurate cost estimates, particularly with standard materials has been recognised and will continue to be monitored.
6. Implementation plan for lessons learnt	Lessons will be shared through consultation on this report and through team meetings.

Appendices

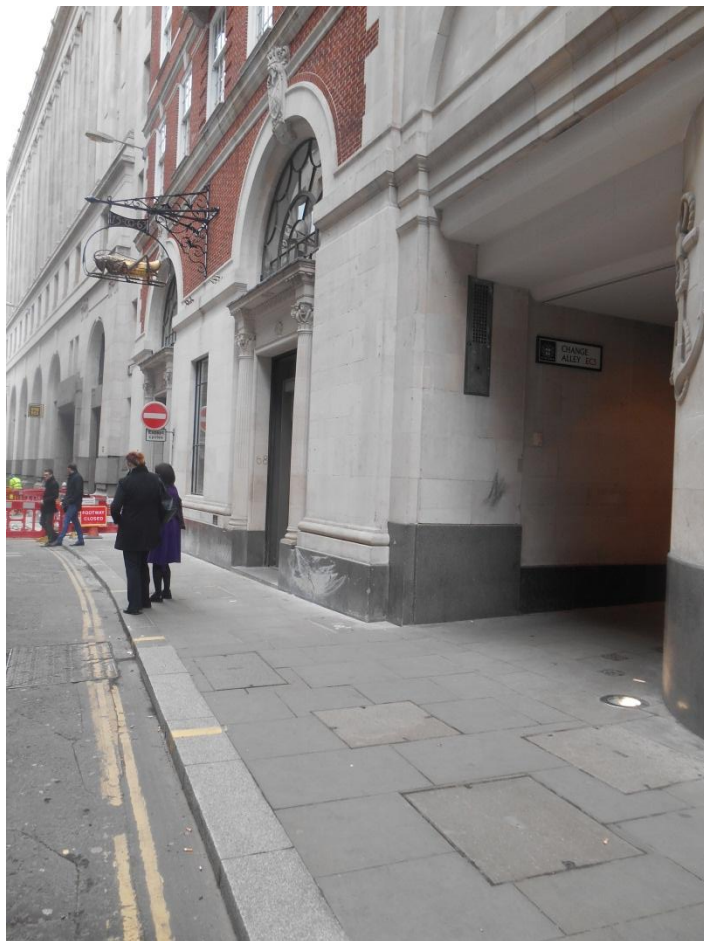
Appendix 1	Before and After Images
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Contact

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Appendix 1 – Before & after images

Before



After

Annex 8

Project Name: St Andrew Holborn Church Gardens

Summary

Brief description of project

The project included,

- Creating a fully accessible space by the addition of ramps and adjustment of levels.
- Lowering the brick wall that divides the north and west garden and opening up the north garden so that it is a safer and more accessible space.
- The provision of walls, railings and lockable gates to the perimeter of the site to enhance safety.
- Re-landscaping of the garden with additional planting and seating with the use of high quality materials, in keeping with the listed church.

The project has delivered a safe, accessible and enhanced public garden in an area of the City where few green spaces are available. The project also complemented the improvements to Holborn Circus.

Recommendation

It is recommended that Members:

- Note the content of this report and authorise the closure of the project.

Outturn Assessment

1. Assessment of project against success criteria	<p>The project has successfully achieved the agreed objectives as follows:</p> <ul style="list-style-type: none">● A step-free access has been created to the main entrance of the Church and the north garden from St. Andrews Street.● The garden is now surrounded by walls, railings and lockable gates which have addressed the issue of anti-social behaviour in the evenings.● Railings have replaced a dividing wall between the two gardens and created a visual connection between the spaces. The north garden is now a welcoming space with areas for seating.● The scheme has improved passive surveillance between the
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	<p>northern and western spaces, which has encouraged users to visit the previously isolated north garden.</p> <ul style="list-style-type: none"> • The project promotes local biodiversity by providing more greenery and planting. • The garden has been re-landscaped to a very high standard of design, in keeping with the listed church. • The enhanced garden has been very well used since the works were completed and the Church are particularly pleased with the outcome. 																								
<p>2. Programme</p>	<ul style="list-style-type: none"> • The programme had to be extended due to archaeological remains found during the excavation works. This delayed the programme by 8 weeks. • The first specialist stone contractor to be employed became insolvent shortly before works were due to commence. As a result, the programme was delayed by a further three weeks whilst three alternative contractors were invited to tender. • Additional delays have been incurred due to the need to coordinate the works with restoration works to the church and the complexity of the works to the stone staircase. 																								
<p>3. Budget</p>	<table border="1" data-bbox="472 1171 1449 1451"> <thead> <tr> <th></th> <th>Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs:</td> <td>84,000</td> <td>83,254</td> <td>746</td> </tr> <tr> <td>Fees Total:</td> <td>40,187</td> <td>40,176</td> <td>11</td> </tr> <tr> <td>Works Total:</td> <td>431,400</td> <td>430,507</td> <td>893</td> </tr> <tr> <td>Contingency:</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>555,587</td> <td>553,937</td> <td>1,650</td> </tr> </tbody> </table> <p>The budget had to be increased to £555,587 in order to complete all of the works. These additional costs were covered by TfL funds that were approved as part of a committee report to reallocate TfL funds in March 2015.</p> <p>Below are the issues that arose during the construction phase of the project which account for the increase in costs:</p> <ul style="list-style-type: none"> • The unexpected discovery of human remains across much of the north garden along with medieval artefacts meant that more input was required from the archaeologist. This also involved more excavation of the grounds, the redirection of pipework and reburial of the human remains, as well as a delay to the programme. 		Approved Budget (£)	Expenditure (£)	Variance (£)	Staff Costs:	84,000	83,254	746	Fees Total:	40,187	40,176	11	Works Total:	431,400	430,507	893	Contingency:	-	-	-	Grand Total	555,587	553,937	1,650
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Works Total:	431,400	430,507	893																						
Contingency:	-	-	-																						
Grand Total	555,587	553,937	1,650																						

Final Account Verification	<ul style="list-style-type: none"> • Unexpected crypts were discovered on site requiring a structural engineer to assess the stability of some of the tombstones on top of these crypts and essential work to stabilise them. • Additional requirements by the Church for taller railings and gates to comply with security as well as access requirements incurred extra costs for manufacture, installation and supervision of works. • Bespoke stonework by a specialist was required for the North staircase to preserve the historical context. These costs were higher than originally estimated. • The viaduct stone staircase required alterations to tie it in with new levels and these extra costs were not anticipated at Gateway 5. • Additional supervision was required from Highways engineers and the Project Manager as a result of the archaeology/design issues and programme delays. <p>Verified</p>
4. Outstanding Actions	<p>None</p>

Lessons Learnt

5. Key lessons	<ul style="list-style-type: none"> • Regular communication with the Church was vital in building a successful partnership. • Archaeological remains on-site impacted the programme and budget of the project. Therefore, sites which present a high risk of finding archaeological remains, such as churchyards, should have a provisional sum allocated for this specific risk in anticipation of this eventuality. • Works to the existing stone staircase were complicated, and took more time than estimated. It is recommended that specialist contractors are consulted at an earlier stage of the design in order to avoid this risk. • Specialist construction work, in this case brickwork, which is not normally carried out by the Term Contractor was difficult to price and agree. The Term Contractor could have been involved at an earlier stage to discuss options for procurement of specialist items.
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	<ul style="list-style-type: none"> • The construction package produced by the external design consultant was found to be deficient in some respects, particularly in relation to levels where the information was not sufficiently detailed and this caused delays to the works and required a specialist surveyor to check the levels. Going forward, the need for this specialism would need to be identified earlier in the design process.
6. Implementation plan for lessons learnt	<ul style="list-style-type: none"> • Ensure appropriate risk allocations are included in budgets, particularly in relation to high risk projects. • Ensure design consultant's information is sufficiently complete before proceeding to tender. • It is proposed to hold a lessons learnt meeting with the Church to get their feedback on the team performance and log any further lessons to be actioned.

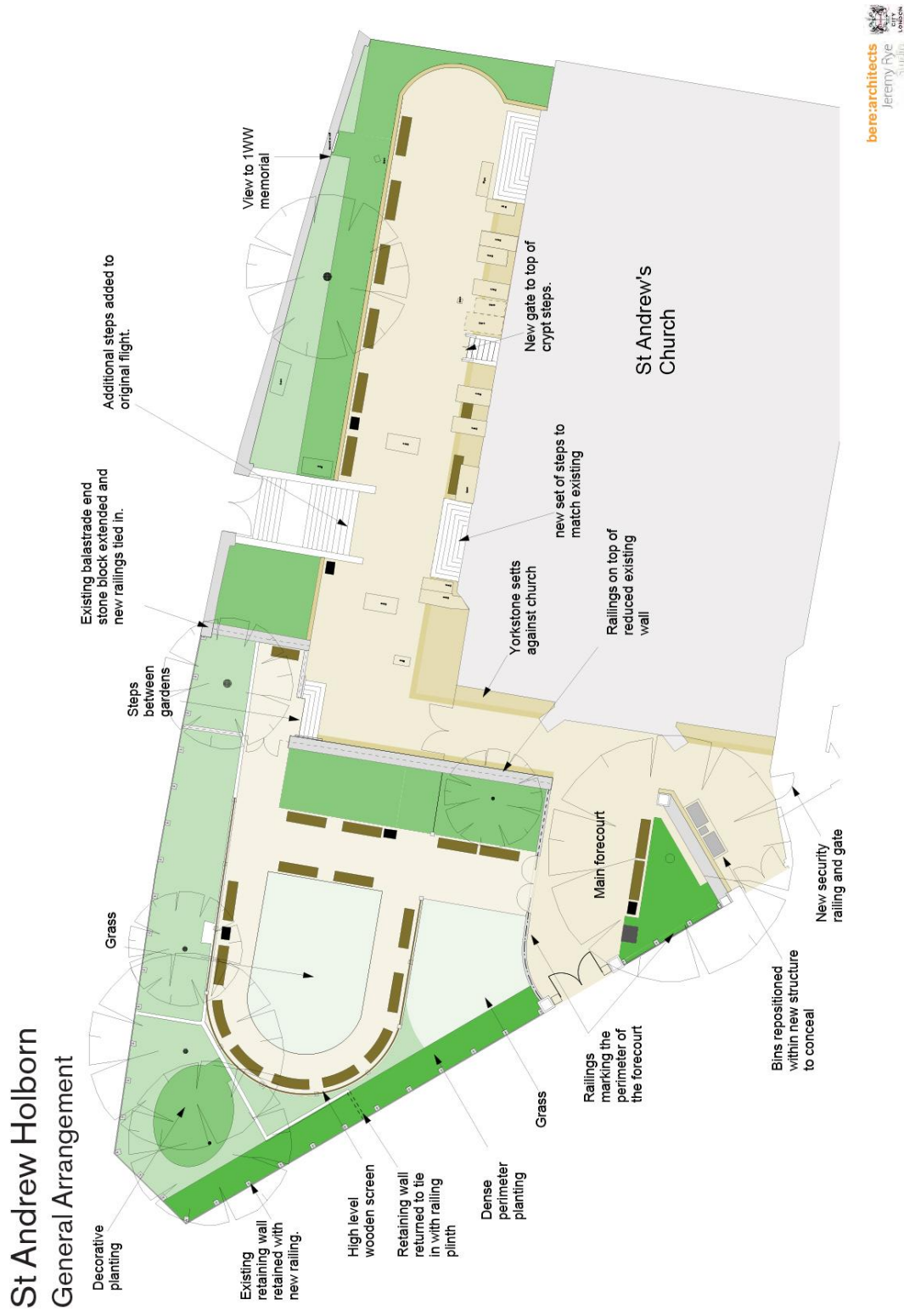
Appendices

Appendix 1	Site Plan
Appendix 2	Before and After Images

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Appendix 1: St. Andrews Holborn enhancement scheme



Appendix 2: Before and After Images. West garden space.



Before and After Images. North garden space.



