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| <b>Committees:</b>  |                                       | <b>Dates:</b>                      |
| Streets and Walkways Sub-Committee<br>Projects Sub  |                                       | 23 January 2018<br>17 January 2018 |
| <b>Subject:</b><br><b>Cousin Lane – Street Enhancements</b>                                     | <b>Gateway 7 Outcome Report Light</b> | <b>Public</b>                      |
| <b>Report of:</b><br>Director of the Built Environment<br><b>Report Author:</b><br>Maxime Tomas |                                       | <b>For Decision</b>                |

### Summary

#### Dashboard

- **Project Status:** Green
- **RAG status:** Green
- **Timeline:**
  - Gateway 2 – February 2016
  - Authority to start works (Gateway 5) August 2016
  - Implementation – November 2016 – May 2017
  - Experimental Traffic Order – May 2017 – November 2017
- **Total Estimated Cost at Gateway 5:** £576,179
- **Total Cost of the project:** £472,784
- **Overall Project Risk:** Low

#### Summary of project completed

The City Public Realm team was approached in October 2015 by a property developer who proposed to fund improvements to Cousin Lane, in front of their building at Cannon Bridge House. The developer has invested significant funds to refurbish the building, and sought the assistance of the City Public Realm team to deliver an enhanced public space in Cousin Lane, based on the team's track record in delivering such projects.

The proposal sought to enhance Cousin Lane and provide an attractive, safe and accessible walking route, particularly for the many users of the Riverside Walk. The carriageway in Cousin Lane was raised to the existing footway level and surfaced with granite setts. This sought to create an enhanced sense of space within the local area and improved accessibility by providing level access across the lane. The granite kerb lines were maintained along the length of the street to preserve the existing carriageway/footway proportions.

The existing footway was paved with York Stone and the carriageway with granite setts, in accordance with the City Public Realm Supplementary Planning Document. Three new street trees were also planted. Up-lighters were installed adjacent to the refurbished building to highlight architectural features, and to enhance the townscape outside daylight hours.

An experimental Traffic Order was introduced upon completion of the enhancement scheme to rationalise vehicles entering Cousin Lane. The traffic regulation order only allowed occupier's vehicles to enter the Lane for deliveries and servicing

purposes, restricting access for other vehicles, thereby emphasising the pedestrian priority of the area during peak usage periods and enhance the walking environment. Following a successful monitoring period, with high levels of compliance and no objections made to the City, the Traffic Order was made permanent.

The project has been fully funded by the developer of Cannon Bridge House, under a voluntary Section 278 agreement. The project has been completed within the approved budget and underspend monies are to be noted. The underspend is largely due to the utilities estimate being lower than anticipated, and the associated budget not being used.

### **Recommendations**

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project;
- Authorise the return of the £103,395 underspend to the developer, under the terms of the S278 agreement.

### **Main Report**

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| <p><b>1. Brief description of project</b></p>                   | <p>City's officers delivered an enhanced public space along Cousin Lane in conjunction with the development at Cannon Bridge House. The scheme sought to enhance Cousin Lane and provide an attractive, safe and accessible walking route, particularly for the many users of the Riverside Walk.</p> <p>The project has been fully funded by the developer of Cannon Bridge House, under a voluntary Section 278 agreement and involved raising the carriageway to footway level with granite setts, increasing the footway width, lighting improvements, the planting of new street trees, and the introduction of a traffic order to emphasise the pedestrian priority of the space. The voluntary contribution from the developer also includes a funding contribution for future maintenance of the trees and the hard landscaping.</p> |
| <p><b>2. Assessment of project against success criteria</b></p> | <p><i>1. An enhanced public realm, whilst maintaining the necessary function of the street;</i></p> <ul style="list-style-type: none"> <li>• The function of the street has been maintained through the use of different material for carriageway and footway, and granite kerb lines were maintained along the length of the street to preserve the existing carriageway/footway proportions;</li> <li>• Three new street trees were planted in Cousin Lane, and lighting was upgraded to improve safety and amenity.</li> </ul> <p><i>2. An improved walking route and connection to the Riverside Walk;</i></p> <ul style="list-style-type: none"> <li>• The implementation of wider footways and the raised carriageway have enhanced the pedestrian environment,</li> </ul>   |

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|  | <p>and created an improved route to the Riverside Walk.</p> <ul style="list-style-type: none"> <li>• The introduction of a traffic order has restricted the use of the street to servicing and deliveries only, and reduced the number of vehicles parked in the lane between drop offs.</li> </ul> <p>3. <i>Greater quality and consistency of surface materials in the local area;</i></p> <ul style="list-style-type: none"> <li>• York stone paving was introduced throughout the project area, replacing mastic asphalt to create a consistent street scape;</li> <li>• Granite setts were also used for the carriageway, replacing the asphalt</li> </ul> <p>4. <i>Improved accessibility for all, particularly for those with mobility difficulties;</i></p> <ul style="list-style-type: none"> <li>• The carriageway in Cousin Lane was raised to the existing footway level and surfaced with granite setts. This has improved accessibility for wheelchair users, pram users and people with mobility impairments by providing level access across the lane</li> <li>• The pedestrian crossing at the junction with Upper Thames Street was also improved via the introduction of a raised entry table.</li> </ul> <p>5. <i>An enhanced setting for the designated heritage assets including the Cannon Street Station towers at the south-east corner and the Roman Governor's Palace scheduled ancient monument at the north-east corner.</i></p> <ul style="list-style-type: none"> <li>• The choice of high quality material and specific lighting has improved the heritage assets</li> </ul> |
| <b>3. Key Benefits</b>   | <ul style="list-style-type: none"> <li>• Three new trees installed</li> <li>• New LED lighting installed to improve safety and reduce consumption of energy</li> <li>• Cousin Lane is now fully accessible, particularly for those with mobility difficulties</li> <li>• Traffic reduced in the lane which improves local air quality and enhances the pedestrian experience</li> <li>• High quality material used, in accordance with the City's palette of materials</li> <li>• Flood risk reduced to adjoining properties through use of porous material and inclusion of more greenery, in accordance with the City Public Realm Supplementary Planning Document</li> </ul>  |
| <b>4. Was the project specification fully delivered (as agreed at Gateway 5 or any</b> | Yes  |

|   |   |                     |                 |             |
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| subsequent Issue report)                                |   |                     |                 |             |
| 5. Programme  | The project was completed within the agreed programme |                     |                 |             |
| 6. Budget   | The project was completed within the agreed budget    |                     |                 |             |
|   |   | Approved Budget (£) | Expenditure (£) | Balance (£) |
|   | Description   |                     |                 |             |
|   | Pre Evaluation  | 33,678              | 33,674          | 4           |
|   | Staff Costs   | 91,386              | 90,553          | 833         |
|   | Fees  | 39,405              | 28,783          | 10,622      |
|   | Works   | 386,606             | 294,670         | 91,936      |
|   | Maintenance   | 25,104              | 25,104          | 0           |
|   | TOTAL   | 576,179             | 472,784         | 103,395     |
|   | Final Account Verification                            | Verified            |                 |             |
| There are no outstanding issues or actions to be taken. |   |                     |                 |             |

### Review of Team Performance

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| <b>7. Key strengths</b>         | <ol style="list-style-type: none"> <li>1. Good relationship and communication within the team</li> <li>2. Roles and responsibilities clearly set out at the beginning of the project, leading to a smooth progress of each tasks</li> <li>3. Good communication throughout the construction phase with local occupiers to minimise disruption</li> <li>4. Flexible approach for the phasing of the works leading to less disruptions for the adjacent building works.</li> </ol> |
| <b>8. Areas for improvement</b> | <ol style="list-style-type: none"> <li>1. Snagging works could have been co-ordinated better, to ensure these were completed sooner.</li> </ol>  |
| <b>9. Special recognition</b>   | <p>The project was delivered to a tight programme set out by the building refurbishment programme (developer programme). The City officer's and terms contractor offered a lot of flexibility regarding the phasing of the works in order to carry out multiple construction works at the same time while deliveries to local occupiers were still ongoing.</p>  |

### Lessons Learnt

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|------------------------|--|
| <b>10. Key lessons</b> | <ul style="list-style-type: none"> <li>• <b>Importance of close communication with adjacent occupiers</b></li> </ul> <p>Early engagement with the main occupiers adjacent to the project site, one of which had a property development running in parallel with the public realm works, ensured that the scheme was delivered with minimal disruption and with</p> |
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|   | <p>support from key local stakeholders. The use of a new type of software to disseminate regular updates during construction was also trialled on this project, with positive feedback received.</p> <ul style="list-style-type: none"> <li> <b>Good relationship with developer</b><br/> Early engagement and regular catch ups enabled a positive relationship with the developer from the outset of the project. This was key throughout the project from design, start on site, completion and post-implementation. The good working relationship enabled the programme of the project to adapt to the development's programme and coordinate works efficiently. The positive relationship also enabled the project team to report issues in a timely manner and to jointly identify solutions and agree ways forward. </li> <li> <b>Utilities estimates</b><br/> It is sometimes difficult to accurately estimate the cost of utility adjustments. Therefore, where possible, we are now seeking detailed utilities adjustment cost estimates from utilities companies at an earlier stage in the development of the project, to ensure more accurate budgeting of projects. </li> </ul> |
| <b>11. Implementation plan for lessons learnt</b> | <p>The communication approach of the City Public Realm team has been updated, following the successful trial of a new type of software to provide regular updates to stakeholders during construction. This will help to ensure adequate and consistent communication with all project stakeholders throughout the life of all projects.</p> <p>The City Public Realm team will continue to communicate at an early stage with local stakeholders. This approach has proven successful in achieving buy-in to projects in the past, and has reduced the risk of receiving negative feedback as projects progress.</p>   |

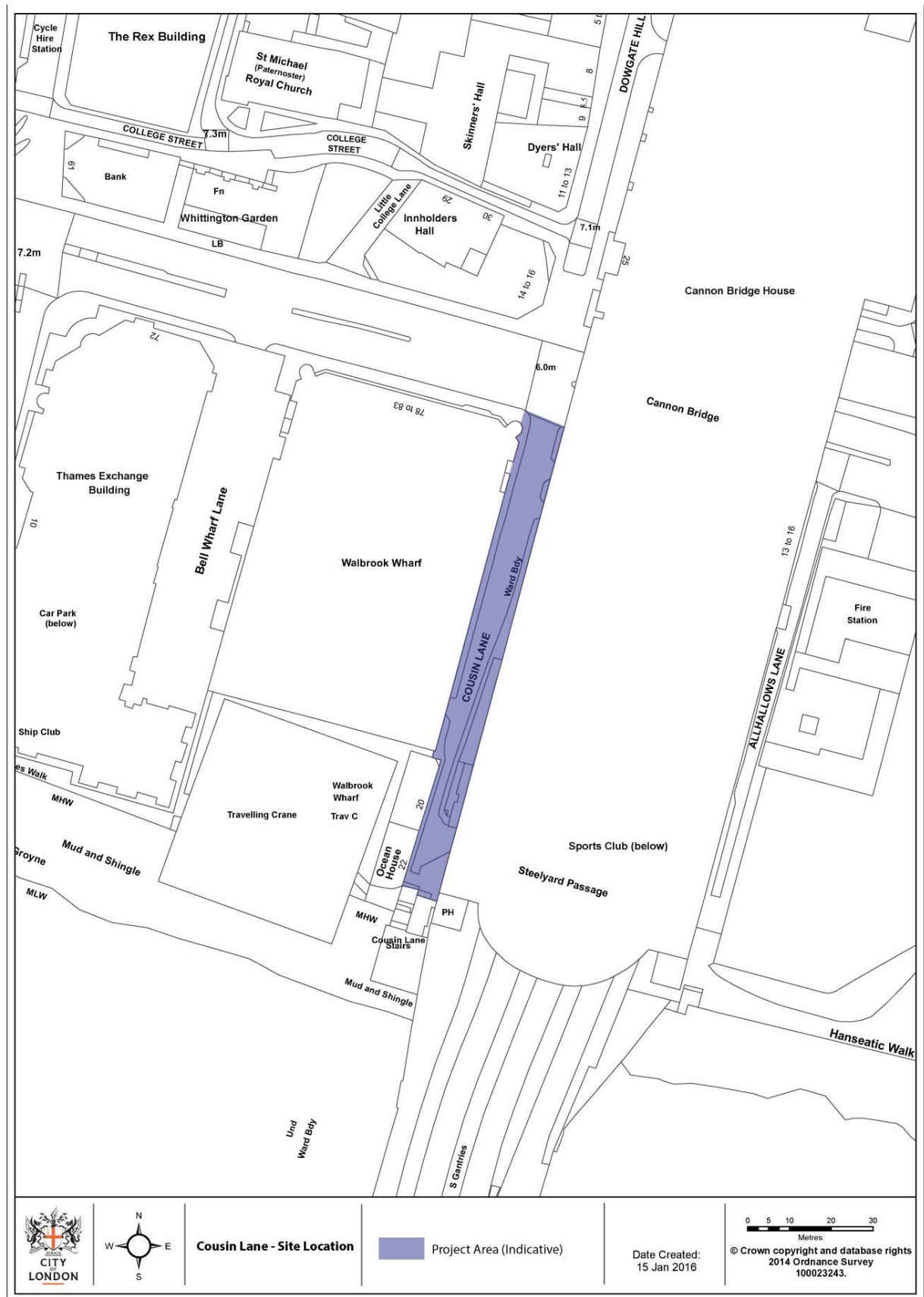
### Appendices

|                   |                         |
|-------------------|-------------------------|
| <b>Appendix 1</b> | Site plan               |
| <b>Appendix 2</b> | Design Layout           |
| <b>Appendix 3</b> | Before and After images |
| <b>Appendix 4</b> | Finance table           |

### Contact

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## Appendix 1: Location Plan

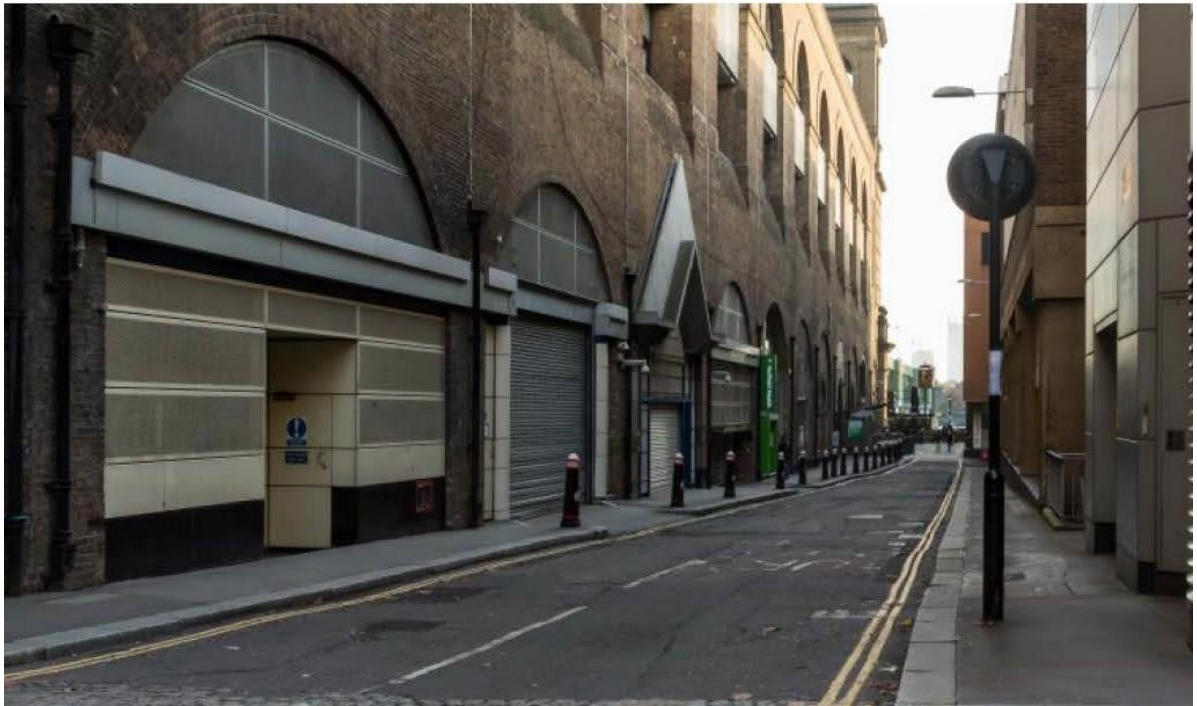


## Version 7 – Sep 2016

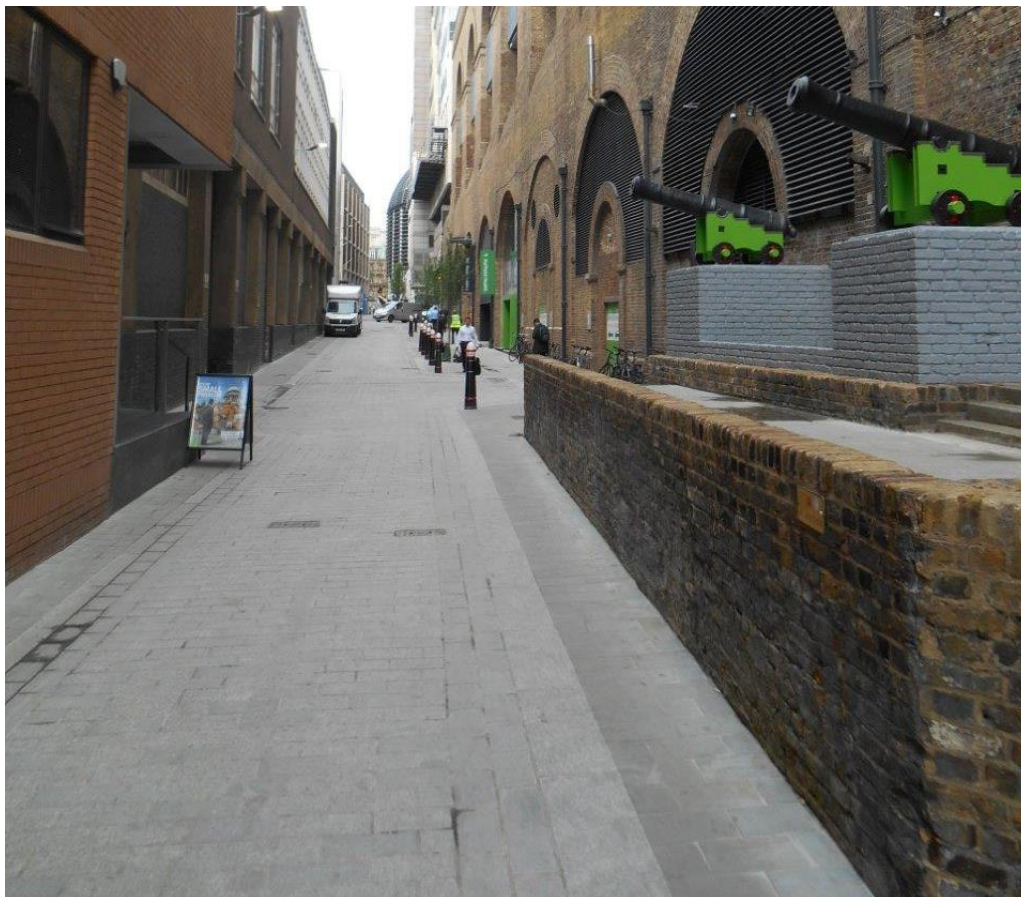




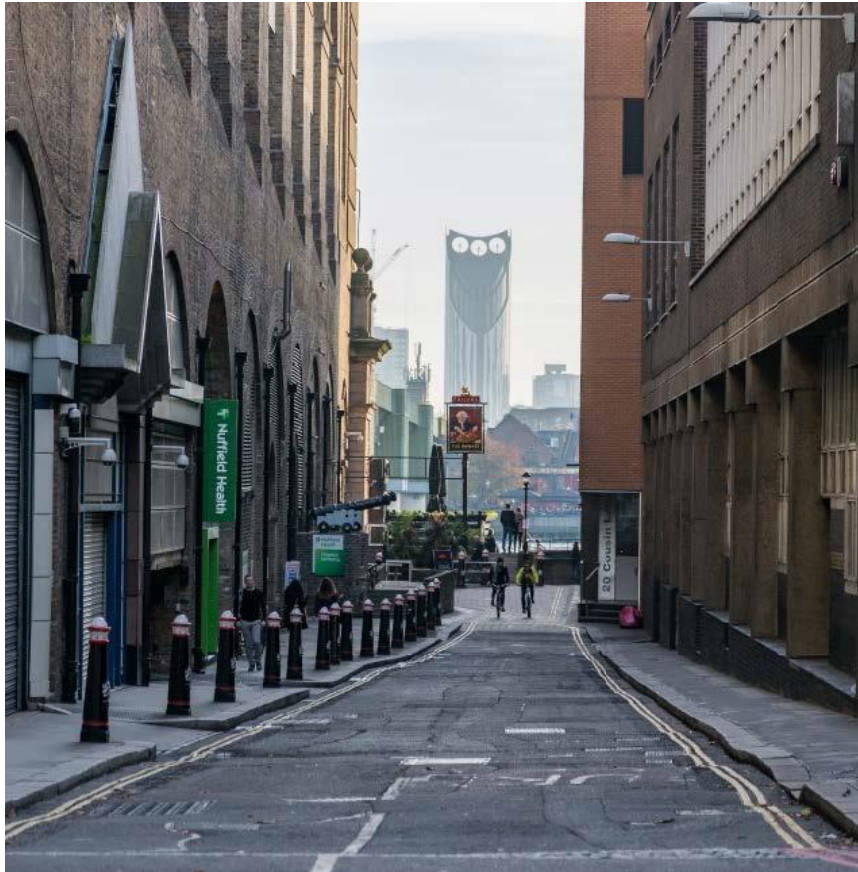
### Appendix 3: Before and After images











## Appendix 4: Finance Table

Table 1: Cousin Lane Street S278 - Pre Evaluation - 16800340

| Description                 | Approved Budget (£) | Expenditure (£) | Balance (£) |
|-----------------------------|---------------------|-----------------|-------------|
| PreEv P&T Staff Costs       | 14,083              | 14,083          | -           |
| PreEv Env Servs Staff Costs | 15,000              | 14,996          | 4           |
| PreEv P&T FEES              | 4,595               | 4,595           | -           |
| <b>TOTAL</b>                | <b>33,678</b>       | <b>33,674</b>   | <b>4</b>    |

Table 2: Cousin Lane Enhancements S278 - 16100340

| Expenditure to date     |                     |                 |                |
|-------------------------|---------------------|-----------------|----------------|
| Description             | Approved Budget (£) | Expenditure (£) | Balance (£)    |
| Env Servs Staff Costs   | 58,354.00           | 58,272.27       | 81.73          |
| Open Spaces Staff Costs | 2,116.00            | 2,074.00        | 42.00          |
| P&T Staff Costs         | 30,916.00           | 30,207.00       | 709.00         |
| Fees                    | 39,405.00           | 28,783.07       | 10,621.93      |
| Works                   | 386,606.00          | 294,669.84      | 91,936.16      |
| Maintenance             | 25,104              | 25,104          | 0              |
| <b>TOTAL</b>            | <b>542,501</b>      | <b>439,111</b>  | <b>103,391</b> |

L5-Cousin Lane Enhancements S278 (16100340 & 16800340)

| Description    | Approved Budget (£) | Expenditure (£) | Balance (£)    |
|----------------|---------------------|-----------------|----------------|
| Pre Evaluation | 33,678              | 33,674          | 4              |
| Staff Costs    | 91,386              | 90,553          | 833            |
| Fees           | 39,405              | 28,783          | 10,622         |
| Works          | 386,606             | 294,670         | 91,936         |
| Maintenance    | 25,104              | 25,104          | 0              |
| <b>TOTAL</b>   | <b>576,179</b>      | <b>472,784</b>  | <b>103,395</b> |