

Committees: Corporate Projects Board <i>[for information]</i> Streets and Walkways Sub <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 15 October 2018 23 October 2018 07 November 2018
Subject & Project Title : City Public Realm projects - Consolidated outcome report	
Report of: Director of the Built Environment	
<h1>PUBLIC</h1>	
<p style="text-align: center;"><u>Summary</u></p> <p>This report consolidates the outcome reports for ten City Public Realm projects.</p> <p>High quality spaces between buildings and comfortable walking routes are an essential component for a successful City. A well-designed and managed public realm improves the City's liveability, enables it to accommodate future growth and ensures a sustainable environment. These ten projects have delivered public realm enhancements across the City achieving the outcomes of the Corporate Plan. Key benefits include:</p> <ul style="list-style-type: none"> • An enhanced pedestrian experience and new public spaces for people to rest and delight in; • The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution and flood risk; • A more resilient public realm with the integration of security measures in public realm designs; • A more accessible and inclusive urban environment; • More spacious and comfortable walking routes; • Improving the experience of arriving at, and travelling to destinations, including cultural and business venues. <p>The projects have been primarily externally funded from Section 106 receipts and Section 278 Agreements with developers, along with TfL funding. All of the projects have been completed within approved budgets. Unspent Section 106 funds will be the subject of a forthcoming report to re-direct those funds to other projects, subject to the agreement of the developer and subject to compliance with Regulation 122 of the CIL Regulations, where applicable. Unspent Section 278 funds are to be returned to the developer in accordance with the terms of the legal agreements. A financial summary is set out in Table 1.</p> <p>Recommendation</p> <p>It is recommended that, subject to the completion of the outstanding works/actions set out in Appendix 1, the projects are closed and lessons noted.</p>	

Summary of Projects

5 Broadgate (S106 and S278 funded)

Project description and outcomes:

This project delivered an enhanced public realm around the development at 5 Broadgate. A key driver was to include security measures for the development and ensure that this was integrated positively into the design. This was achieved by using a combination of security-rated bollards and planters. Additionally, footways on Sun Street and Appold Street were widened, providing more space for pedestrians and also allowing ten new street trees to be planted. The pedestrian crossing on Sun Street was realigned and widened to better serve a key pedestrian desire line and inset parking bays were installed to create greater effective footway widths.

Key lessons:

- The strategic direction of the project was driven by a high-level Steering Group, led by the City and with representatives from the developer, lead tenant and neighbouring borough (Hackney). The early and continued partnership working ensured that potentially disparate stakeholder aspirations were brought together to achieve a successful outcome. This approach has been successfully used on other similar projects and will continue to be used in the future.
- Agreement was reached with the developer regarding the maintenance of security infrastructure on the public highway. Whilst this is a deviation from standard City practice, it was necessary in this case and a satisfactory solution was found.

Mitre Square (S106 and S278 funded)

Project description and outcomes:

This project delivered a new green public space in Mitre Square, as well as other enhancements to the public realm around the One Creechurch Place development. Vehicle access to Mitre Square was removed (save for access to Sir John Cass's Foundation School) and a new public space, featuring substantial new areas of accessible lawn and other planting, seating and improved lighting, was created. Other enhancements include an improved accessible pedestrian route through Mitre Passage, a raised section of carriageway adjacent to the entrance to the new development facilitating improved pedestrian and cycle movement and new York stone footways around the site. The square and new routes are very well-used by the local community, including the school.

Key lessons:

- The early formation of a project Steering Group ensured that stakeholders with contrasting ideas and aspirations for the project were engaged throughout the design process, and that all key decisions were accepted by all.
- A new stone supplier was used on the project. The quality of the product was below the City's normal standards, and so in future it is recommended that new, untried suppliers are not engaged on similarly high-profile commissions.

Gutter Lane Area Improvements (S278 funded)

Project description and outcomes:

This project involved improvements to footways in the vicinity of the Abacus House development at 33 Gutter Lane. The main elements involved repaving the footway in new York stone and raising the former service entrance up to footway level also in York stone. All servicing would occur from the carriageway on Gutter Lane. The project has created a new accessible pedestrian route and greatly enhanced the setting of the new development.

Key lessons:

- Early engagement with the Licensing Officers to regulate the use of tables and chairs to the rear of Rose & Crown Court was essential. This helped to reduce disruption to the programme.
- Continuous engagement with local occupiers, notably Saddler's Hall was essential. This was to ensure that any works impacts to Saddlers Hall events and activities were managed and potential noise impacts reduced.

Millennium Bridge Area Improvements (S106 and TfL funded)

Project description and outcomes:

This project included public realm improvements along Paul's Walk as part of the delivery of the Riverside Walk enhancement strategy. Enhancements included new trees and a significant increase in planting areas, new seating, resurfacing in York stone with intermittent granite accent paving, improved lighting around the City of London School and amphitheatre style seating directly beneath the Millennium Bridge. The project has delivered a high-quality sustainable setting to the school along with essential seating areas, particularly creating a new innovative use of the area beneath the bridge.

Key lessons:

- Paul's Walk is reclaimed land and as such there were likely to be risks associated with ground conditions such as contamination and asbestos. A specific risk element was included in the budget to manage this and enable specialist subcontractors to be utilised as required. When tests revealed the presence of small levels of asbestos, this led to the drainage design having to be re-done and the original aspiration for additional sustainable drainage elements was not able to be realised. This learning will be used to inform the design and construction of similar schemes.
- Partnership working with the school enabled good communication throughout the project as well as efficiencies in terms of site access and storage.
- The implementation of the final stage of the project has been delayed by the City Surveyor's maintenance works to the river wall. In future, it would be preferable to better coordinate these works and improved communication from the City Surveyors Department would have helped in this respect.

Steelyard Passage improvements (\$106 funded)

Project description and outcomes:

This project involved paving and lighting enhancements to provide a more attractive and safer environment as part of the Riverside Walk enhancement strategy. These enhancements involved raising the carriageway in Cousin Lane and All Hallows Lane, removing unnecessary clutter, improved signage and installing a site-specific sound and light installation that brings the area's rich history to life, discouraging anti-social behaviour and improving the attractiveness of the area for all.

Key Lessons:

- Good working relationships with the City's lighting engineers helped to fix issues with lighting fittings and adapt the timing of the light and sound installation.
- Steelyard Passage is only partly owned by the City with the northern part of the passage being privately owned. Following the completion of the works it was noticed that the privately owned area was not kept clean and well maintained. This was resolved through discussing the issues with the private land owner. However, the ongoing construction works on the private land have meant that the passage is still cluttered on the private side.

Middlesex Street Area Enhancements (Ph 1) (\$106 funded)

Project description and outcomes:

Phase 1 of the Middlesex Street Area enhancements delivered a high-quality pedestrian environment, by transforming two existing traffic islands into a new public space, improving accessibility throughout the area and introducing traffic management changes. Enhancement works included the following:

- Public realm enhancements to the western end of Middlesex Street, Widegate Street, Sandy's Row, and Rose Alley.
- Implementation of traffic management changes on Widegate Street and Sandy's Row.
- Introduction of street trees, bollards and new seating which enliven the area creating a new meeting space.
- The new parking and loading arrangements have retained the functional use of the streets in order to support the Market's operational hours. At the same time, the traffic management changes have delivered a safer pedestrian environment and better links to nearby destinations, such as Spitalfields Market.

Key lessons:

- Face-to-face meetings with local stakeholders at an early stage, including market traders, established a positive relationship and informed the final design of the scheme.
- Close collaboration with City colleagues and officers from the London Borough of Tower Hamlets enabled the delivery of a comprehensive project which addressed existing issues and improved the functional aspects of the local streets.

Fishmongers' Wharf Access Improvements (TfL and S106 funded)

Project description and outcomes:

This was the last remaining inaccessible section of the Riverside Walk. Working closely with the Fishmongers' Company (land owners), the project has delivered a comfortable slope to replace steps, along with lighting and paving improvements.

Key lessons:

- Partnership working with the Fishmongers' Company and managing expectations was essential in designing a scheme that met both accessibility requirements and client and conservation requirements.
- Additional time and fees were required for the legal agreement to meet the requirements of land owners.
- Early structural and civil investigations were essential in informing the design.
- Regular communication with local occupiers during the works stage was essential and additional communication and signage was required to manage the pedestrian diversion and access to businesses

201 Bishopsgate (Ph 1-4) (S106 funded)

Project description and outcomes:

This project was split into four phases, each focussing on different aspects of public realm enhancement around the 201 Bishopsgate development. Phase 1 involved enhancements to Primrose Street, including a raised carriageway to improve accessibility between the development and Broadgate, and new paving throughout. Phase 2 delivered improvements to Norton Folgate; this phase was delivered by Transport for London as the street is part of their Route Network and involved widening the footway adjacent to the new development and introducing a Cycle Hire docking station. Phase 3 involved changes to the junction with Primrose Street and Appold Street; a trial removal of the traffic lights was conducted but not taken forward, and so minor improvements to the junction are to be completed (replacement tactile paving and traffic islands, and new lines and signage). Phase 4 comprised the preparation of the Liverpool Street Area Enhancement Strategy.

Key lessons:

- Phasing of the project ensured that resources were expended more efficiently, by delivering phases in full when possible rather than small sections of individual work over a longer period of time.
- Considerable coordination was required with Network Rail whilst designing and implementing the section of the works over the bridge deck. The lessons learnt from this will be applied to similar projects.

Carter Lane Quarter (including St Lawrence drinking fountain) (S106, TfL and OSPR funded)

Project description and outcomes:

This project included enhancements in Carter Lane between Godilman Street and Blackfriars Lane, and involved new paving, raised carriageway to footway level, and a timed closure in the section between Creed Lane and Ludgate Broadway, meaning that it is closed to motor vehicles between 7am – 7pm to improve the pedestrian environment and accessibility in the area. The project also involved the installation of St Lawrence Jewry Drinking Fountain, a 19th century drinking water fountain that was restored and installed in a new location at the eastern end of Carter Lane Gardens to the south of St Paul's Cathedral. A working drinking fountain was also restored into the historic structure, utilising a modern spout attachment, delivering on the objectives of the 'Plastic Free City'

Key lessons:

- Continuous engagement with local occupiers and businesses in Carter Lane was essential, especially in regards to the design and the timed closure. This also ensured that businesses and shops in the street could be opened and continue to operate without disturbance.
- Close engagement with the City Historic Environment officer and City Surveyor allowed the restoration of the fountain and its re installation to be completed on time and on budget

35 Basinghall Street (S106 funded)

Project description and outcomes:

This project involved the construction of a footway build-out with 4 trees and new paving in Basinghall Avenue, the implementation of an experimental circular feature at the junction with Basinghall Street and bollards. These improvements intended to minimise the conflict between pedestrians and vehicles and to reinforce the more pedestrian nature of this area. The project was funded from the Section 106 from 35 Basinghall Street development.

Key lessons:

- Developing the technical design of the experimental sub-base took a lot longer than originally anticipated. Furthermore, the result of the experiment was that it is not suitable for small module carriageway setts or on in locations with vehicle turning movements. This provided valuable learning for future schemes.
- Regular communication with stakeholders enabled a faster response when issues were raised during the implementation phase

[S1] Key conclusions

Benefits

The ten projects have delivered public realm enhancements across the City, shaping outstanding environments for the growing community and delivering on the outcomes of the Corporate Plan. Key benefits include:

Transforming streets and public spaces for people to admire and enjoy:

- An enhanced pedestrian experience and new public spaces for people to rest and delight in;
- Enhancement and preservation of world-class heritage assets;
- The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution and flood risk;

(Corporate Plan outcomes: 9d, 10a, 10c, 10d, 11b)

People are safe and feel safe:

- A more resilient public realm with the integration of security measures in public realm designs;
- Safer streets and public spaces

(Corporate Plan outcomes: 1c, 12b)

Physically well-connected and responsive:

- A more accessible and inclusive urban environment;
- More spacious and comfortable walking routes

(Corporate Plan outcomes: 2d, 9d)

Providing world-class spaces for businesses and markets to thrive:

- Improving the experience of arriving and travelling to destinations, including cultural and business venues.
- Effective use of external funds for investment in the City's public realm

(Corporate Plan outcomes: 5b, 9d)

Funding

All of the projects were delivered within approved budgets. In some cases there were contingency risk amounts that were not required in full such as Fishmongers' Access Works, and 5 Broadgate.

Unspent S106 funds will be the subject of a forthcoming report to re-direct those funds to other projects, subject to the agreement of the developer and subject to compliance with Regulation 122 of the CIL Regulations, where applicable. Unspent S278 funds are to be returned to the developer in accordance with the terms of the legal agreements.

Programmes

Several of the projects were not able to be completed within the timescales originally estimated at Gateway 5. In most cases this was due to delays in the developers programme and the knock-on effects on the public realm projects. In all cases, delays

were communicated to stakeholders and minimised as much as possible. The flexibility provided by the use of the City's term contractor helped greatly in this respect.

[S2] Key Learning and Recommendations

The main lessons learnt from these ten public realm projects have been analysed and grouped as follows:

Partnership Working

- Use of a Steering Group/Working Party on larger projects was beneficial for partnership working and effective decision making in guiding the design development. Examples include 5 Broadgate and Mitre Square projects.
- A few schemes required working on, or using facilities on private land in order to deliver the projects. This highlighted the importance of good partnerships with land owners. Examples include Fishmongers' Wharf where a licence was required to undertake the works on their land and Millennium Bridge Area where the City of London School provided access and storage space for the works on this restricted site.

Communication

- The flexibility provided by the use of the City's highways term contractor allowed for adjustments to work schedules in order to accommodate events and developer's programmes. Examples include the Millennium Bridge Area where noisy working hours were adjusted due to the proximity of the school and Gutter Lane and Fishmongers' Wharf where works were paused to accommodate events.
- Active communication and face-to-face meetings with local stakeholders established a positive relationship that informed the design process and enabled information to be shared easily throughout the life of the projects. Key examples include Middlesex Street Area Enhancements and 201 Bishopsgate.
- Close collaboration with City colleagues from other departments enabled the sharing of information and history of sites to ensure that project issues and risks were minimised. Key examples include the Middlesex Street area and Fishmongers Wharf.
- Communication issues with some of the utility companies was an issue on a few projects which delayed the works at 5 Broadgate in particular. As a result of this and similar issues on other projects, the process for engaging with statutory undertakers has improved through earlier engagement and more collaborative working.

Risk

- A new stone supplier was trialled on one of the projects (Mitre Square). However, the quality of the product that was delivered was below the City's normal standards, and so in future new, untried suppliers will not be engaged on similarly high-profile commissions without further research and samples.
- Where legal agreements were required to carry out works, these often took longer and were more complex than originally anticipated. This had a cost and time implication on the projects affected, in particular, Fishmongers' Access improvements. In future, this risk will be able to be anticipated with additional time and funding allocated to finalising these essential agreements, as well as shared knowledge of the complexities.

Timescales

- Many of the project programmes had to be adjusted to accommodate development construction delays which meant that projects were often not delivered within timescales reported at Gateway 5. This is a common occurrence with development-led projects and one of the benefits of the use of the City's term contractor to undertake works is the flexibility this allows to accommodate such delays without incurring significant costs or claims.

Table 1: Financial Summary

Project (and funding source)	Total Estimated Cost G2 (£'s)	Approved Budget (incl. pre eval costs) (£'s)	Final Outturn Cost (£'s)	Balance Remaining (taking account of outstanding works) (£'s)	Delivered within timescales (Y/N)	Final RAG status
5 Broadgate (S106 and S278 funded)	2,000,000-3,000,000	2,098,921	1,482,861	616,060	N	Green
Mitre Square (S106 and S278 funded)	800,000 – 850,000	1,362,970	1,182,603	144,367	N	Green
Gutter Lane Area Improvements (S278 funded)	85,000	85,000	82,790	2,210	Y	Green
Millennium Bridge Area Improvements (S106 and TfL funded)	950,000	1,093,285	1,022,075	71,210	N	Green
Steelyard Passage improvements (S106 funded)	Pre-dated gateway process	226,190	190,145	36,045	N	Green
Middlesex Street Area Enhancements (Ph 1) (S106 funded)	1,015,000 – 1,120,000	1,091,571	952,100	139,472	Y	Green
Fishmongers' Wharf Access Improvements (S106 and TfL funded)	350,000 – 600,000	433,241	366,279	66,962	N	Green
201 Bishopsgate Phases 1-4 (S106 funded)	Pre-dated gateway process	2,105,424	1,865,259	240,165	N	Green
Carter Lane Quarter (S106, TfL and OSPR funded)	Pre-dated gateway process	1,282,000	1,145,039	136,961	Y	Green
35 Basinghall Street (S106 funded)	Pre-dated gateway process	402,505	387,267	15,238	Y	Green
TOTAL		10,181,107	8,676,418	1,468,690		

[S3] Decisions required

It is recommended that, subject to the completion of the outstanding works/actions set out in Appendix 1, the projects are closed and lessons noted.

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Appendices

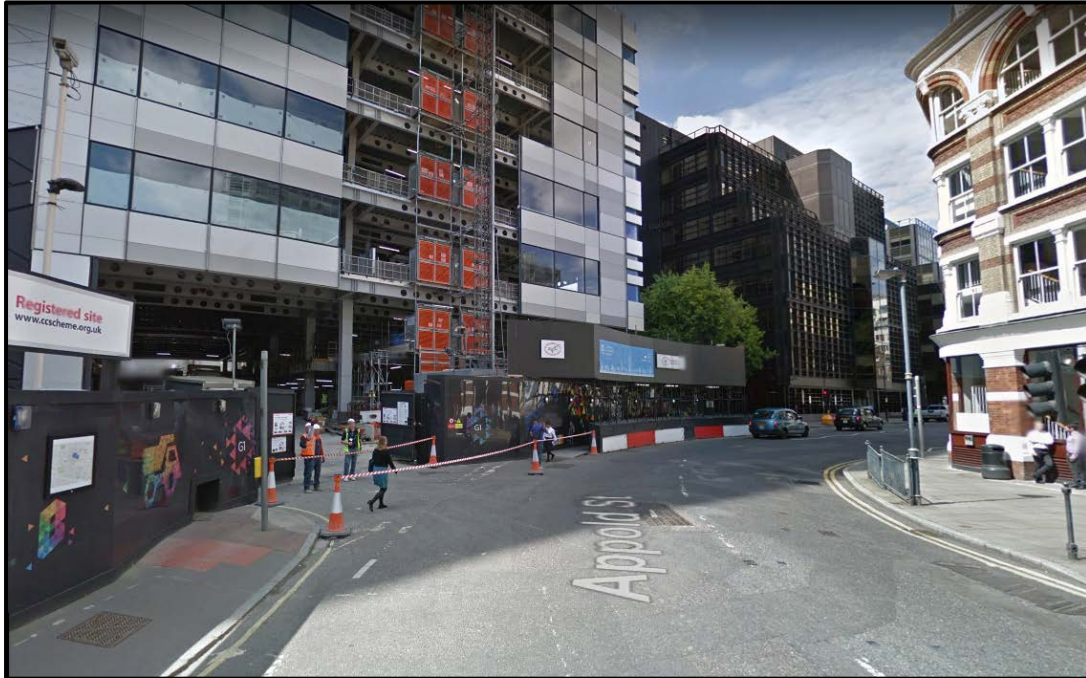
Appendix 1	Outstanding works/actions
Appendix 2	Before and after photos of projects
Appendix 3	Detailed finance tables

Appendix 1 – Outstanding works/actions

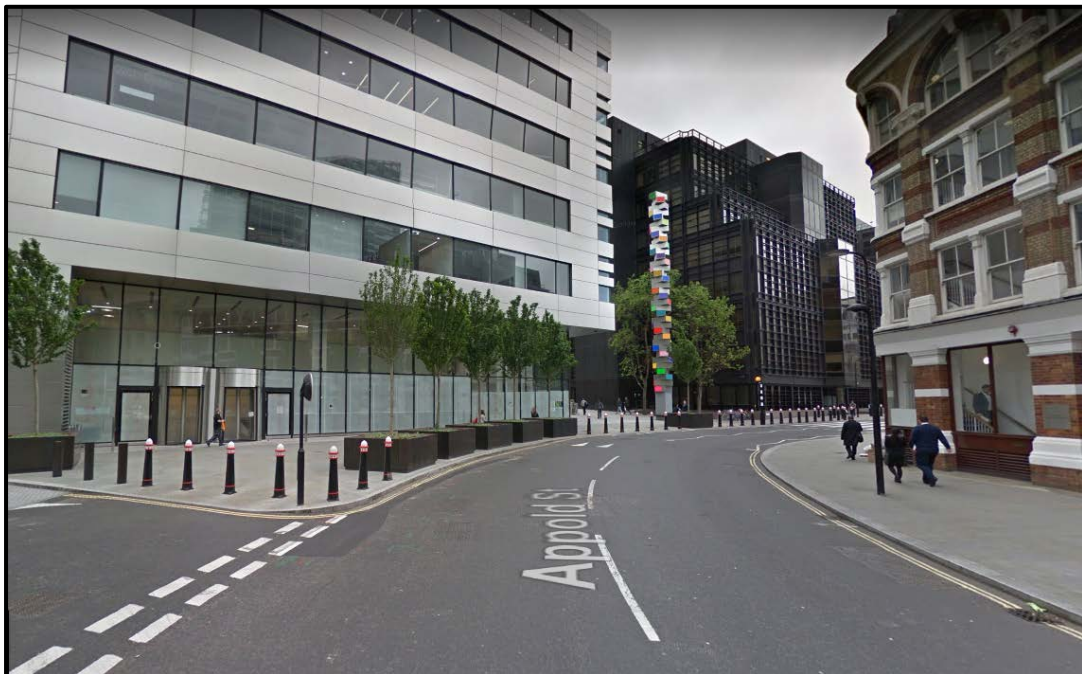
Project	Outstanding works/actions	Cost (£)
5 Broadgate (S106 and S278 funded)	A legal agreement relating to the amended property boundary and associated land swap needs to be engrossed and new boundary demarcation studs installed to reflect this. These works are expected to be completed by the end of the year .	3,000
Mitre Square (S106 and S278 funded)	An historic blue plaque needs to be relocated within the space as part of a planning condition. These works are expected to be completed by the end of the year.	10,000
Millennium Bridge Area Improvements (S106 and TfL funded)	Planting to two planters was delayed due to maintenance works to the River wall. The planting is due to be completed in autumn 2018.	26,264
Fishmongers' Wharf Access Improvements (S106 and TfL funded)	The installation of an interpretive paving feature was delayed due limited fees budget and has now been designed 'in house' and is due to be installed this winter.	13,000
201 Bishopsgate Phases 1-4 (S106 funded)	The improvements required to complete Phase 3 are expected to be completed by the end of the year	57,000

Appendix 2

Before and after photos of projects



5 Broadgate Before



5 Broadgate After



Mitre Square Before



Mitre Square After



Gutter Lane Before



Gutter Lane After



Millennium Bridge Area Before



Millennium Bridge Area After



Steelyard Passage before



Steelyard Passage After



Middlesex Street Area before (Widegate Street)



Middlesex Street Area after (Widegate Street)



Middlesex Street Area before



Middlesex Street Area After



Fishmongers' Wharf before



Fishmongers' Wharf After



201 Bishopsgate Before



201 Bishopsgate After



Carter Lane Before



Carter Lane After



The St Lawrence Jewry drinking fountain restored and in its new location



Basinghall Street area before



Basinghall Street area after

Appendix 3

Detailed finance tables

(taking outstanding works and actions into account)

5 Broadgate S106 - 16100280 & 16800064			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	67,861	51,112	16,749
Staff Costs	111,726	108,651	3,075
Fees	3,451	3,451	-
Works	500,010	268,737	231,273
Contingency	75,000	-	75,000
TOTAL	758,048	431,951	326,097

5 Broadgate S278 - 16800065 & 16100281			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	189,145	169,076	20,069
Staff Costs	114,577	112,557	2,020
Fees	32,650	3,920	28,730
Works	976,341	765,357	210,984
Contingency	28,160	-	28,160
TOTAL	1,340,873	1,050,910	289,963

Mitre Square S278 - 16800326 & 16100326			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	132,878	132,788	89
Staff Costs	47,716	47,604	112
Fees	4,406	4,406	-
Works	365,216	361,623	3,593
TOTAL	550,216	546,421	3,795

Mitre Square S106 - 16800300 & 16100300			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	82,756.00	82,656.00	100.00
Staff Costs	105,000.00	105,592.21	- 592.21
Fees	40,498.00	6,415.38	34,082.62
Works	548,500.00	441,518.48	106,981.52
TOTAL	776,754	636,182	140,572

Gutter Lane Area Improvement S278 - 16800357 & 16100357			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	14,430.00	14,429.64	0.36
Staff Costs	16,020.00	13,810.10	2,209.90
Fees	4,300.00	4,300.00	-
Works	50,250.00	50,250.00	-
Total	85,000	82,790	2,210

RWE Millennium Bridge Area - 16100154 & 16100257			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	5,000.18	5,000.18	-
Staff Costs	220,401.61	220,379.36	22.25
Fees	102,068.39	101,854.39	214.00
Works	757,829.12	694,841.36	62,987.76
Contingency	7,985.88	-	7,985.88
Total	1,093,285	1,022,075	71,210

RWE Steelyard Passage Phase 2 - 16100201			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Staff Costs	41,300	41,211	89
Fees	10,000	9,210	790
Works	174,890	139,724	35,166
Total	226,190	190,145	36,045

Middlesex Street Area Project			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	71,483	71,483	-
Staff Costs	181,136	172,500	8,636
Fees	101,685	95,425	6,260
Works	737,267	612,691	124,576
Total	1,091,571	952,100	139,472

Fishmongers' Ramp Access - 16800265 & 16100265			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	54,241	52,073	2,168
Staff Costs	69,721	71,525	- 1,804
Fees	29,000	28,282	718
Works	242,279	214,399	27,880
Contingency	38,000	-	38,000
Total	433,241	366,279	66,962

201 Bishopsgate			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	254,893	147,383	107,510
Staff Costs	220,790	224,639	- 3,849
Fees	69,220	64,730	4,491
Works	1,541,124	1,428,508	112,616
Contingency	19,397	-	19,397
Total	2,105,424	1,865,259	240,165

Carter Lane - 16100118 & 16100136			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	39,377	39,352	25
Staff Costs	134,100	123,566	10,534
Fees	101,534	99,378	2,155
Works	965,989	882,742	83,247
Contingency	41,000.00	0.00	41,000
Total	1,282,000	1,145,039	136,961

Basinghall St Area Ph2 - 16100099			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Staff Costs	97,485	96,314	1,171
Fees	14,187	9,377	4,810
Works	290,833	281,575	9,258
Total	402,505	387,267	15,238