

Annex Two

Committees: Corporate Projects Board Streets & Walkways Sub Projects Sub	Dates: 06 May 2020 26 May 2020 27 May 2020
Subject: 8-10 Moorgate Area Improvements Unique Project Identifier: 9726	Gateway 6: Outcome Report Regular
Report of: Director of the Built Environment Report Author: Emmanuel Ojugo	For Decision

Summary

1. Status update	<p>Project Description:</p> <p>The project has improved pedestrian access to streets which surround the 8-10 Moorgate development. The enhancements were in Telegraph Street, Tokenhouse Yard, Whalebone Court and the western section of King's Arms Yard to make them more attractive, safer and usable for all visitors to the area. Improvements included the following elements:</p> <ul style="list-style-type: none">• Raising carriageways to footway level to improve pedestrian access, especially at crossover points and where footways are narrow.• Provision of new seating encouraging visitors to dwell• Planting of trees in an area that has a low coverage of greenery <p>Construction works were completed in December 2019, with works staggered across a number of construction cycles in order to accommodate development activity in the area associated with Moorgate, London Wall and Copthall Avenue.</p> <p>RAG Status: Green (same at last Gateway)</p> <p>Risk Status: Low (same at last Gateway)</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost: £306,874</p>
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2. Next steps and requested decisions	Requested Decisions: Members are asked to: <ul style="list-style-type: none"> • Approve the content of this Outcome Report and agree to close this project.
3. Key conclusions	<p>The project delivered on its main objectives as follows:</p> <ul style="list-style-type: none"> • Improved east-west walking routes through the City and adapting Lanes to accommodate increasing numbers of pedestrians • Improve accessibility of the streets for those with ambulant disabilities, wheelchair users, the elderly or those with prams or buggies • Enhance the environment and make a positive contribution to the character and appearance of the Bank Conservation Area. Introduction of tree planting to improve local biodiversity in an area lacking green coverage <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery. • Better engagement with the schedule of development in the area may have reduced the staggered implementation of some project elements. • Early engagement with utilities programmes will reduce conflicts when accommodating highways activities.

Main Report

Design & Delivery Review

4. Design into delivery	<p>The design of the scheme was relatively simple as it utilised the existing palette of materials in neighbouring streets. Telegraph Street and Tokenhouse Yard were the main streets enhanced. It was clear that building works would temporarily affect adjacent businesses such as the Telegraph Street Public House nearby retail and managed offices in Tokenhouse Yard.</p> <p>It was necessary to phase the delivery and, in some cases, provide servicing assistance to reduce the impact on local businesses during construction phases.</p>
5. Options appraisal	<p>The relative simplicity of the design meant that there was a single option considered that utilised standard natural materials such as York Stone on footways and granite in appropriate sections of carriageway.</p>

	<p>A number of minor changes were made to the design during implementation. These mainly related to areas where shallow depths could not accommodate tree planting. This issue was identified as a risk so when access to buildings previously behind hoarding was granted an alternative location in Whalebone Court was successfully identified.</p>
6. Procurement route	<ul style="list-style-type: none"> • Consultancy services were acquired by submitting a brief seeking expression of interest for a moderate scheme to progress a landscape design in the Moorgate area. • The construction package was prepared collaboratively between the landscape consultant who provided the design approach/concept and the site build up/construction package was completed by the in-house Highway Engineer. This way of working has been tried and tested especially in areas where there are constraints that demand a creative approach to place-making. • Hard landscaping and civils works on-site were undertaken by the City's term contractor. • All soft landscaping was delivered by the City's Open Spaces team.
7. Skills base	<ul style="list-style-type: none"> • The project team had the skills, knowledge and experience to manage delivery of this and similar future projects. • Specialist landscape consultants were appointed to progress designs to inform the final construction package. • In-house utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme.
8. Stakeholders	<ul style="list-style-type: none"> • The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs. • Comments from the public consultation were considered during the development and delivery of the project. • Regular updates were provided to all interested parties throughout the project.

Variation Review

9. Assessment of project against key milestones	<p>The construction programme was affected by risks that have materialised, including delayed site release from the adjacent developers, namely at 1 Angel Court, and 51-55 Moorgate as post office services relocated from 53 Moorgate to 45 London Wall.</p> <p>Gateway 5 – August 2014 (delegated)</p> <p>Construction works were phased to accommodate the developer's activity and meet the Open Spaces planting season.</p>
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	<p>Start – Phase 1: December 2014 – February 2015</p> <p>start – Phase 2: February 2015 – March 2016</p> <p>It was hoped that tree planting would occur during in March 2015 but this was not possible. Due to developer's programme slippage and access requirements in Tokenhouse Yard, tree planting was initiated between November 2015-March 2016. A tree was planted in Tokenhouse Yard with two other trees planted in Whalebone Court.</p> <p>The main works were completed within the expected time, whilst works in the wider, area namely in King's Arms Yard, were delayed due to the aforementioned, adjacent developer construction programmes. External activities such as, the relocation of the Royal Mail Post Office from Moorgate to London Wall and highway works restricting the northbound carriageway on Moorgate; meant that access to King's Arms Yard was restricted until de-construction works were complete and land released to the City. King's Arms Yard was utilised for plant storage to support these activities.</p> <p>Following the completion of highway activities and removal of plant apparatus, the courtesy crossing at King's Arms Yard was subsequently completed in December 2019.</p>
10. Assessment of project against Scope	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> • Full pedestrianisation was achieved in Tokenhouse Yard, by relocating motorcycle parking spaces, raising carriageway to footway level and introducing tree planting and seating. In Telegraph Street a timed closure improved pedestrian access by restricting servicing in the area during the day and increasing dwelling space adjacent to retail frontages. • Where trees were unable to be planted in the main thoroughfare alternative locations were found such as Whalebone Court. A planter was also located in Telegraph Street to improve local green coverage/biodiversity in an area usually devoid of planting. • Local walking routes have improved due to the improved pedestrian environment, both the morning and evening rush hours have clearly improved connectivity to and from transport hubs at Liverpool Street and Bank. • Access has been improved for those with ambulant disabilities, wheelchair users, the elderly or those with prams or buggies. This has been achieved by introducing courtesy crossings at King's Arms yard and raising carriageway to footway level on streets with narrow footways. • By utilising natural stone materials, the project has adhered to local heritage constraints to enhance the environment and make a positive contribution to the character and appearance of the Bank Conservation Area.

11. Risks and issues	<p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> • The impact to the programme was mainly as a result of competing highway activities in the City and being able to accommodate them throughout the programme. • Unforeseen ground conditions, whilst surveys had been undertaken prior to works, it is not uncommon to uncover voids or infrastructure. This was the case with Tokenhouse Yard so an alternative location was sought at Whalebone Court with regards to tree planting. • There were very few complaints regarding noise from local occupiers.
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Value Review

12. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (excluding risk): £295,806	
	Expenditure to date – 8-10 Moorgate			
	Description	Approved Budget (£)	Expenditure (£)	Balance (£)
	Pre-Evaluation	32,296	32,259	37
	Staff Costs	77,404	77,401	3
	Fees	20,138	20,137	1
	Works	178,099	166,009	12,090
	Maintenance	11,068	11,068	0
	TOTAL	319,005	306,874	12,131
	The final account for this project has been verified.			
13. Key benefits realised	The enhancements to the 8-10 Moorgate area improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. Servicing changes have been managed successfully by designating Telegraph Street a pedestrian area walking has been prioritised as a mode of transport.			

Lessons Learned and Recommendations

14. Positive reflections	<ul style="list-style-type: none"> • Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.
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	<ul style="list-style-type: none"> • Early engagement and ongoing communication with local businesses namely, the Telegraph Public House and managed offices on Tokenhouse Yard was essential to ensure the work programme was a success. • Early engagement with the City's Engineers was essential and helped to frame the programme and phase works accordingly.
15. Improvement reflections	<ul style="list-style-type: none"> • Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with developers or utilities companies, closer collaboration would have improved efficiencies and reduced the impact on local occupiers. • Clearer policies in the Local Plan relating to the future of on-street motorcycle parking would have simplified the process for reducing or relocating parking spaces.
16. Sharing best practice	Information will be disseminated through team and project staff briefings.

Appendices

Appendix 1	Plan
Appendix 2	Before and after photos

Contact

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