

Annex 4

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| Committees: Corporate Projects Board Streets & Walkways Sub Projects Sub | Dates: 06 May 2020 26 May 2020 27 May 2020 |
| Subject: 11-19 Monument Street Area Improvements Unique Project Identifier: 10977 | Gateway 6: Outcome Report Regular |
| Report of: Director of the Built Environment Report Author: Emmanuel Ojugo | For Decision |

Summary

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| 1. Status update | Project Description: This project is identified within the Fenchurch and Monument Area Strategy and provides an enhancement in the surrounding area of the Monument, which commemorates the Great Fire of London, one of the most famous events in London's history. The project area comprises Pudding Lane, Fish Street Hill, Monument Street and the Monument Yard. Works were carried out in phases and were completed in June 2019 RAG Status: Green (same at last Gateway) Risk Status: Low (same at last Gateway) Costed Risk Provision Utilised: N/A Final Outturn Cost: £562,075 (S278) and £381,068 (S106) |
| 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.• Note the return of the remaining S278 funds to the developer. |
| 3. Key conclusions | The project delivered on its main objectives to respond to the needs of the new development as well as upgrading spaces in the vicinity |

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| | <p>to attract visitors to and enhance the setting of the Monument as a destination.</p> <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. Especially when the area in question is a key tourist location. There will always be a number of site-specific agencies with influence or interests in the area. • Early engagement with utilities programmes will reduce conflicts when accommodating highways activities. |
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Main Report

Design & Delivery Review

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| <p>4. Design into delivery</p> | <ul style="list-style-type: none"> • Provision of functional changes to accommodate the development at 11-19 Monument Street; • Raising carriageway areas to footway level in Monument Yard • Raising the southern section of Fish Street Hill and relocating parking away from the area in neighbouring streets with capacity; • Resurfacing Fish Street Hill and Pudding Lane • Introduction of street furniture and trees. <p><u>Design</u></p> <p>The design of the scheme centred around accessibility and commemorating the Great Fire of London in 1666. The palette of materials was previously agreed at Gateway 3.</p> <p>Whilst York stone would adorn footways and granite the carriageways on Monument Yard, Fish Street Hill and Pudding Lane, it was decided early in the design process that a red granite element would be added to the Pudding Lane carriageway arrangement to commemorate the area where the Great Fire of London was reported to have begun and taken hold in 1666.</p> <p>In order to improve pedestrian accessibility, where possible carriageways would be raised to footway level. Other elements would include the introduction of street trees and seating as well as street furniture and highway plaques to commemorate the Great Fire of London. (See appendix 1 showing the approved general arrangement plan)</p> <p><u>Phasing</u></p> |
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| | <p>Works were phased to reduce the impact on local occupiers during construction phases and coincide with the release of land to the City to carry out works. A regular monthly bulletin was published to subscriber/stakeholders to keep them abreast of the work programme at each stage. (See appendix 2 plan showing the three phases of delivery).</p> |
| 5. Options appraisal | <p>As part of the consultation process, two options were presented to Members and are as follows:</p> <p><u>Option 1:</u> To approve the scope of the enhancement works to Pudding Lane, Fish Street Hill and Monument Yard without level changes to the Monument yard;</p> <p><u>Option 2:</u> To approve the scope of the enhancement works to Pudding Lane, Fish Street Hill and Monument Yard <u>with</u> level changes to the Monument yard;</p> <p>A level surface would provide improved accessibility and pedestrian flow, complementing the other access improvements in the yard, which attracts a high number of visitors. This would include the provision of seats with back and arm rests.</p> <p>Members approved Option 2 and also agreed that works would be split into three phases, in order to minimise disruption for visitors, workers and local businesses and to work around the Transport for London (TfL) Bank underground upgrade works. The TfL works involved a large site compound that was located on Fish Street Hill outside Monument station which was scheduled to be in June 2017 prior to works (see detailed phasing plan in Appendix 2).</p> |
| 6. Procurement route | <ul style="list-style-type: none"> • The design and construction package were prepared internally by City officers collaboratively between the developer and City Engineers. • Hard landscaping and civils works on-site were undertaken by the City's term contractor, JB Riney. • All soft landscaping was to be delivered by the City's Open Spaces gardens team. |
| 7. Skills base | <ul style="list-style-type: none"> • The project team has 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. |

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| 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. |
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Variation Review

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| 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 4/5 Committee Approval February 2017</p> <p>Phase 1 Pudding Lane March 2017</p> <p>TfL Remove their hoarding on Fish Street Hill June 2017</p> <p>Phase 2 Fish Street Hill September 2017</p> <p>Phase 3 Monument Yard January 2018</p> <p>All works were expected to be completed by June 2018. However, the programme of works was subsequently extended to June 2019.</p> <p>This was in part due to public order offences in the London Bridge and Borough area. Following a City Police assessment of the wider area it became necessary to suspend some street furniture elements to accommodate necessary design changes to respond to wider objectives.</p> <p>Works were eventually completed by August 2019 to accommodate associated recommendations to the design and implementation.</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"> • Enhanced pedestrian experience along Fish Street Hill, Pudding Lane and within Monument yard; • Better pedestrian environment outside Monument tube station; • A new, high quality accessible public space in Monument yard; • An overall increase in tree cover in the area; • An increase in the number of seats, including accessible seating; • An improvement in the interpretation for the Great Fire of London and Fish Street Hill; and • Increase of numbers of visitors to the Monument and the surrounding area. |

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| 11. Risks and issues | <p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> • Other public realm works in the area impact on the project programme. <i>Works to Monument/Lower Thames Street were staggered to avoid any conflict of movement within the area or occupier fatigue as a result of site works at two locations in the area.</i> • Delays cause by statutory utility works. <i>Some utility works not commencing on time delayed some of the public realm works as expected but the impact was managed by maintaining a good relationship with stakeholders.</i> • Project must align with the new visitors centre on Monument yard currently proposed in a feasibility study report prepared by the Tower Bridge team. <i>This element did not materialise, however, it was necessary to remove from what would have been an information screen from the public realm works schedule, as this was to be added to any proposals from the Tower Bridge Team.</i> |
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Value Review

12. Budget

| Expenditure to date -11-19 Monument Street Enhancements S106 | | | |
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| Description | Approved Budget (£) | Expenditure (£) | Balance (£) |
| Pre-Evaluation | 60,317 | 59,528 | 789 |
| Staff Costs | 115,960 | 115,924 | 36 |
| Fees | 2,750 | - | 2,750 |
| Works | 201,996 | 184,723 | 17,273 |
| Maintenance | 20,892 | 20,892 | 0 |
| TOTAL | 401,915 | 381,068 | 20,847 |

| Expenditure to date -11-19 Monument Street Enhancements S278 | | | |
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| Description | Approved Budget (£) | Expenditure (£) | Balance (£) |
| Pre-Evaluation | 54,322 | 54,106 | 216 |
| Staff Costs | 138,201 | 138,075 | 126 |
| Fees | 8,999 | 6,798 | 2,201 |
| Works | 461,801 | 363,096 | 98,705 |
| TOTAL | 663,323 | 562,075 | 101,248 |

The final accounts for this project have been verified.

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| 13. Key benefits realised | The enhancements to the area around the 11-19 Monument Street development improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. The relocation of parking and servicing arrangements have been a success due to pedestrian priorities. |
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Lessons Learned and Recommendations

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| 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. • Early engagement and ongoing communication with local businesses was essential to ensure the work programme was a success. • Early engagement with the various City departments and TfL 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 emergency or unforeseen circumstances, closer collaboration would have improved efficiencies and reduced the impact on local occupiers. |
| 16. Sharing best practice | Information will be disseminated through team and project staff briefings. |

Appendices

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| Appendix 1 | Plan approved general arrangement plan |
| Appendix 2 | Plan three phases of delivery |
| Appendix 3 | Before and after photos |

Contact

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