

<b>Committees:</b> Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub - <i>for decision</i>	<b>Dates:</b> 25/11/20 18/2/21 23/2/21
<b>Subject:</b> 100 Bishopsgate S278  <b>Unique Project Identifier:</b> 11610	<b>Gateway 6:  Outcome Report  Light</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Daniel Laybourn, City Transportation	<b>For Decision</b>
<b>PUBLIC</b>	

### Summary

<b>1. Status update</b>	<b>Project Description:</b> The highway improvements implemented under the section 278 works at 100 Bishopsgate can be summarised as: <ul style="list-style-type: none"> <li>• Resurfacing of the carriageways and footways around the development;</li> <li>• Construction of a new footway crossover at the service entrance on St Mary Axe;</li> <li>• Construction of a new 'side entry' raised table in granite setts on St Mary Axe to aid pedestrian movement;</li> <li>• Removal and reinstatement of existing street furniture, signs, lining and drainage; and</li> <li>• Works to Statutory Undertakers' apparatus and other structures as result of the changes above.</li> </ul> <b>RAG Status:</b> Green (Green at the last report to Committee) <b>Risk Status:</b> Low (Low at the last report to Committee) <b>Costed Risk Provision Utilised:</b> (not applicable) <b>Final Outturn Costs:</b> £667,674 (excluding commuted maintenance)
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<p><b>2. Next steps and requested decisions</b></p>	<p><b>Requested Decisions:</b></p> <p>Members of Streets and Walkways and Project Sub- Committees are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the content of this outcome report;</li> <li>• Authorise the Chamberlain’s department to return unspent section 278 funds as set out in the respective legal agreement (subject to the verification of the final accounts); and</li> <li>• Agree to close the 100 Bishopsgate project.</li> </ul>
<p><b>3. Key conclusions</b></p>	<p>The proposed highway improvements are now complete as can be seen in <b>Appendix 1</b>. There were some delays to carriageway works on Camomile Street, including associated utility works, where the project team needed to wait for the highway space to become available.</p> <p>The original project timeframe was delayed due to developer activity, but the highways programme then had to be accelerated to compensate and ensure that the work required to enable the occupation of the building to proceed was completed in August 2019. The remainder of the project continued from this point and was then completed nearly two years later. The project was also completed within budget.</p>

## Main Report

### Design & Delivery Review

<p><b>4. Design into delivery</b></p>	<p>The proposed design has successfully accommodated the associated new private development. The City’s Highways Team and the term contractor (J B Riney) worked together with the developer to reorganise works where necessary.</p>
<p><b>5. Options appraisal</b></p>	<p>The project was limited in its opportunities to explore different designs due to both the standardised nature of the works plus tangible restrictions such as building lines and the road network. Therefore, no other options were explored.</p>
<p><b>6. Procurement route</b></p>	<p>The design was prepared in-house by the City’s highways team and the City’s term contractor was used to deliver the scheme.</p>
<p><b>7. Skills base</b></p>	<p>The Project Team had the skills, knowledge and experience to manage and deliver this project.</p>
<p><b>8. Stakeholders</b></p>	<p>Local stakeholders, such as neighbouring buildings, were engaged throughout the processes and the project was able to deliver the highways changes to the Stakeholder’s satisfaction.</p>

## Variation Review

<b>9. Assessment of project against key milestones</b>	The project was originally due for completion in December 2018. However, the eventual key milestone was to complete the required highways element of the work in time for the occupation of the development to begin in Autumn 2019, and this was achieved through close working with the Developer and their Principal Contractor. After this, and due to Developer delays and road network access, the rest of the work completed nearly two years later than planned in October 2020.
<b>10. Assessment of project against Scope</b>	During construction and following the approval of the G5 scope of work, the Developer requested that the City undertake additional works on their behalf. This included preliminary work within the approved boundary of work to expedite the proposed footway resurfacing on the Bishopsgate frontage and to provide civils assistance on traffic signals works on Camomile Street (outside the scope of the S278). The project team agreed to accommodate the additional work in order to minimise the disruption to the construction programme and considered that these additional works did not constitute major change to the original scope. The additional costs were also met by the Developer.
<b>11. Risks and issues</b>	The Project Team successfully mitigated against construction delays incurred as a result of the Developer not handing over works area as planned by jointly agreeing a revised construction programme.
<b>12. Transition to BAU</b>	The project is now complete and has been passed over to the Highways Maintenance team to manage. The scheme was designed and built to the City's specifications, and the City will claim the required commuted maintenance sum at the time of the final account verification.

## Value Review

<b>13. Budget</b>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost – ‘Between £250k - £5m’	
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost (as of 16/11/20)</i>
	<i>Fees</i>	£31,979	£11,573
	<i>Staff Costs</i>	£112,612	£118,485
	<i>Works</i>	£389,469	£380,000
	<i>Utilities</i>	£140,000	£59,210
	<i>Pre-Evaluation</i>	£99,421	£16,377
	<i>Maintenance*</i>	£66,316	£66,316
	<i>Total</i>	<b>£839,797</b>	<b>£733,990</b>
		<p>* Commuted maintenance sums to be charged for at the point of final account verification.</p> <p>For more detail, please see <b>Appendix 2.</b></p> <p><b>Please confirm whether the Final Account for this project has been verified – It has not been verified as of 16/11/20.</b></p>	
<b>14. Investment</b>	Not applicable.		
<b>15. Assessment of project against SMART objectives</b>	<p>The project pre-dates the requirements for SMART objectives. However, the following measures of success outlined at gateway 5 were met:</p> <ul style="list-style-type: none"> <li>• Work with the developer to ensure timely delivery of high-quality highway improvements which successfully integrate the development into the local highway network;</li> <li>• Work with the developer to meet their desire for an enhanced public realm; and</li> <li>• Improved facilities for pedestrians and cyclists.</li> </ul>		
<b>16. Key benefits realised</b>	<ul style="list-style-type: none"> <li>• The project has implemented measures that both improve the environment for people walking and enhance the public realm; and</li> <li>• It has delivered highway changes which accommodate new development and meet the needs of Developer.</li> </ul>		

## Lessons Learned and Recommendations

<b>17. Positive reflections</b>	<p>Despite the Developer's delays, the project team worked closely with them to ensure timely completion ahead of the building's occupation. In addition, the project team acted as a contact point to facilitate other works (i.e. 100 Bishopsgate City Walkway and TfL traffic signal works) which were outside of the S278 scope of works. In the final stages, despite the effects of the COVID-19 Pandemic, project staff were still able to effectively manage the project both remotely at home and by making limited site visits.</p> <p>Whilst not directly related to the S278 project, the Developer is a partner in Sculpture in the City, and the new City Walkway space constructed through the development, linking Bishopsgate and Camomile Street, hosted artwork for the 9th edition of the programme. The launch event for the 9th edition was also held in the building, which helps to highlight the positive relationship the Corporation has with the Developer.</p>
<b>18. Improvement reflections</b>	With the project going as well as it did, it been determined that there are no areas for significant improvement.
<b>19. Sharing best practice</b>	Dissemination of information through team and project staff briefings.
<b>20. AOB</b>	The project predates the requirement for a project coversheet. Therefore, none are included in the appendices of this report.

## Appendices

<b>Appendix 1</b>	100 Bishopsgate before and after photos
<b>Appendix 2</b>	100 Bishopsgate Final Project Costs

## Contact

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