

Committees: Corporate Projects Board - <i>for information</i> Streets & Walkways Sub Committee [<i>for decision</i>] Projects Sub [<i>for decision</i>]	Dates: 09 June 2021 08 July 2021 23 Jul 2021
Subject: City Cycleways Programme – Phase 1 (Q11 Upgrade and Other Quick Wins)	Gateway 6: Outcome Report Regular
Unique Project Identifier: 12077	
Report of: Director of the Built Environment Report Author: Clive Whittle	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Delivery of a programme of pedal cycle projects as proposed in the City's adopted Transport Strategy. This report relates to Phase 1 which is to deliver upgrades to the existing Quietway Q11 route (from Upper Thames Street to Chiswell Street) and other quick win proposals. RAG Status: Green (Red at last report to Committee) Risk Status: Medium (Medium at last report to committee) Costed Risk Provision Utilised: N/A Final Outturn Cost: £207k (CRP N/A)
2. Next steps and requested decisions	Requested Decisions: <ol style="list-style-type: none"> Note the contents of this report and authorise closure of Phase 1 of the project.
3. Key conclusions	3.1 Due to TfL funding conditions, it was necessary to develop, agree designs and implement the phase 1

measures within the 2019/20 financial year. Delivery had therefore progressed at a very compressed timescale.

3.2 All the measures had originally been supported by TfL but subsequently some (as listed below) were put on hold to enable them to be developed further. This was because TfL were not certain that the proposal would fully meet their cycling quality standards.

- Queen Street pedestrian/cycle space upgrades;
- Fetter Lane / New Fetter Lane and Aldersgate Street cycle lanes
- Blackfriars Lane / Queen Victoria Street & Mark Lane / Fenchurch Street raised junctions

All other measures as approved in the G5 report were implemented on time and to budget.

3.2 Whilst other design considerations were being explored, TfL's finances were adversely affected by the Covid-19 pandemic. Funding was therefore re-directed to respond to the pandemic. This meant that the on-hold measures could not proceed. It is now unlikely that TfL would revisit funding these measures under their cycling programme but instead focus on supporting the City with delivering new cycle routes. However, there is still an intention by the City to revisit upgrades to the Queen Street pedestrian and cycle space when resources permit.

Main learning and recommendations on improvement

3.3 The funding for this project was made available by TfL in May 2019, for delivery by March 2020. The requirement to produce the designs, gain approvals from TfL and from Members, consult and complete construction within this timescale was extremely challenging. However, this was achieved by combining and condensing activities and the programme.

3.4 Unlike other TfL funded projects, TfL undertakes an active role in cycling sponsored projects. This is to ensure that the measures meet their standards.

3.5 In this case, although being originally supported by TfL some of measures were not delivered because after further consideration, it was concluded that they needed further development to fully meet the standards. Future cycle funded projects therefore need to ensure standards are met, or if departure from the standard is necessary

and opportunities allow, provide additional time to allow further discussions and to explore alternative options.

Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p><u>Design</u></p> <p>4.1 Preliminary options and detailed design were produced in house. The final scheme was set out in Gateway 3,4 & 5.</p> <p>4.2 A major part of this project was to upgrade the surfaces on the pedestrian & cycle areas along Queen Street with surface treatment. This was intended to make the spaces clearer for users without giving dominance to any particular group. TfL raised concerns that this layout (as well as those put on hold) would not meet the service quality standards for cycling and asked the City to explore alternative options. With funding subsequently re-directed it is unlikely that this element will be revisited.</p> <p><u>Programme</u></p> <p>4.3 In order to meet the timescale the project was progressed at pace with a condensed timescale. Combining the Gateway 3/4 & 5 report helped to achieve this. However, a consequence of the tight timescale is that there was insufficient time to fully investigate further and resolve the outstanding issues to meet TfL's quality standards.</p> <p><u>Delivery</u></p> <p>4.4 The proposals were fairly standard in nature; therefore no specialist contractors were required and the measures implemented were delivered on time using the City's highways term contractor.</p>
<p>5. Options appraisal</p>	<p>5.1 Three options were presented at Gateway 3, 4, & 5. These ranged in scale from do nothing to a full segregation of the shared areas of Queen Street. Option 2 was recommended and approved, which consisted of several 'quick wins' and intermittent surface treatment of the pedestrian and cycle areas on Queen Street.</p>

	5.2 The subsequent issues report outlined the need for more time to develop a revised proposal for the pedestrian and cycle areas.
6. Procurement route	6.1 The works were delivered by the City's term highways contractor.
7. Skills base	7.1 The project was delivered using experienced in-house resources in City Transportation, Highways and the City's term highways contractor.
8. Stakeholders	8.1 The key external stakeholders (TfL) were involved throughout the project via regular design and progress meetings. 8.2 Statutory consultation was carried out where necessary, and comments received were addressed without detriment to the overall project. Other stakeholders consisted of local occupiers, who were consulted and engagement also took place during the construction phase to ensure their needs were taken into consideration. Due to the relatively minor nature of the works, no adverse comments or feedback was received.

Variation Review

9. Assessment of project against key milestones	Key dates (planned)	Key dates (actual)
	Preliminary design, stakeholder engagement: November 2019	September 2019
	G3/4/5: Dec 2019	October 2019
	Detailed design November 2019	January 2020
	Delivery timeframe: Feb - Apr 2020	April 2020*
* Measures which were on hold have not been delivered.		
10. Assessment of project against Scope	10.1 The measures included in the scope of the project which were funded have been delivered. The measures that were put on hold have not been delivered, therefore only part of the project was delivered against the original scope.	

<p>11.Risks and issues</p>	<p>11.1 Once the project was underway it became clear that some of the proposals could not be developed in the time available, and delivery of these aspects were put on hold to allow more time to develop them.</p> <p>11.2 Although this issue caused a delay to the project, delivery was still planned for later in 2020. However, the impact of the Covid-19 pandemic on TfL's finances led to the project being stopped. As it is unlikely that this will now be funded, it is more beneficial to instead focus on delivering new routes in the City, with the support of TfL. This could not reasonably have been foreseen and was therefore not identified as a risk.</p> <p>11.3 There is a commitment in the Transport Strategy to apply a minimum level of cycling level of service to all streets, and once complete to apply the City of London Street Accessibility Tool. When opportunities permit, the Queen Street pedestrian and cycle areas can be revisited to achieve these standards.</p> <p>11.3 There was no Costed Risk Provision that could be used to facilitate delivery as the project was wholly funded by TfL.</p>
<p>12.Transition to BAU</p>	<p>12.1 Maintenance of the measures have been absorbed into BAU activities using existing budgets.</p>

Value Review

<p>13.Budget</p>	<p><i>Estimated Outturn Cost (G2)</i> Estimated cost (including risk): £580,000:</p>	
	<p><i>At Authority to Start work (G5)</i></p>	<p><i>Final Outturn Cost</i></p>
<p><i>Fees</i></p>	<p>£53,000</p>	<p>£29,486</p>
<p><i>Staff Costs</i></p>	<p>£106,000</p>	<p>£106,418</p>
<p><i>Works</i></p>	<p>£521,000</p>	<p>£71,818</p>
<p><i>Total</i></p>	<p>£680,000</p>	<p>£207,772</p>

	<p>13.1 The total estimated cost was revised down to £261,000 in February 2020 in the Issues report, which means the final outturn cost is underspent by £53,228 (TfL funded).</p> <p>13.2 The reason for this is that work to further develop the measures which were not delivered in 2019/20 for possible implementation in 2020/21 (if supported), was not completed due to resources being diverted unexpectedly to deal with the Covid-19 pandemic. However, staff costs remain the same due to the additional work staff carried out to explore various options.</p> <p>13.3 The final account for this project has been verified.</p>
14. Investment	N/A
15. Assessment of project against SMART objectives	<p>15.1 Upgrades to the existing Quietway Q11 route (from Upper Thames Street to Chiswell Street) and other quick win proposals to be delivered by March 2020.</p> <p>15.3 It has not been possible to deliver some elements of this project due to the need to reconsider the measures with TfL. However, all other measures have met this target</p>
16. Key benefits realised	<p>16.1 The measures implemented will help: -</p> <ul style="list-style-type: none"> • People who wish to cycle are not prevented from doing so. • Cycling in the City is more pleasant and safer. • Cycling also provides significant health benefits and reduces over-crowding on public transport. They also take up less road space than motor vehicles and are therefore a more efficient use of the road space. • It is environmentally friendly and does not contribute to air pollution.

Lessons Learned and Recommendations

17. Positive reflections	<p>17.1 Many elements of the project were successfully progressed within a very short timescale, such as the raised tables and kerb build outs which were quickly designed and implemented, and work well as intended.</p>
18. Improvement reflections	<p>18.1 It proved difficult to arrive at a suitable design to improve the pedestrian and cycle areas on Queen Street which are usually very busy and well used by both pedestrians and cyclists. Sufficient time needs to</p>

	be set aside to ensure appropriate design revisions can be fully explored and delivered.
19. Sharing best practice	19.1 The team are aware of the issues and will pass on this knowledge to others to take into consideration when implementing future projects.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance Tables

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