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| <b>Committees:</b><br>Corporate Projects Board - <i>for information</i><br>Projects Sub [ <i>for information</i> ]/ [ <i>for decision</i> ]<br>Streets and Walkways Sub [ <i>for information</i> ]/ [ <i>for decision</i> ] | <b>Dates:</b><br>06 October 2021<br>20 October 2021<br>12 October 2021 |
| <b>Subject:</b><br>55 Moorgate Section 278 Public realm and highway improvements<br><b>Unique Project Identifier:</b> 12028   | <b>Gateway 6:</b><br><b>Outcome Report</b><br>Regular                  |
| <b>Report of:</b><br>Juliemma McLoughlin, Executive Director, Environment Department<br>Choose an item.<br><b>Report Author:</b><br>Emmanuel Ojugo  | <b>For Decision</b>  |
| <h1>PUBLIC</h1>   |  |

## Summary

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| <b>1. Status update</b> | <b>Project Description:</b><br>To deliver public realm enhancements to the surrounding footways of the 55 Moorgate development. The enhancements include the creation of a new pedestrian link between Moorgate and Coleman Street by extending Nun Court. Other enhancements include greening measures, such as tree planting (subject to site conditions), as well as a widening of the footway on Coleman Street outside the development.<br>Construction works were practically complete in July 2021, with works staggered to accommodate development activity in the area associated with 55 Moorgate, as well as two additional adjacent developments at 51 Moorgate and 74 Coleman Street. See project photos in Appendix 4.<br><b>RAG Status:</b> Green (same at last Gateway)<br><b>Risk Status:</b> Low (same at last Gateway)<br><b>Costed Risk Provision Utilised:</b> N/A<br><b>Final Outturn Cost:</b> £326,885 (inclusive of £284,747 spend-to-date, £18,889 estimated for outstanding actions and £23,249 for commuted maintenance sum). |
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| <p><b>2. Next steps and requested decisions</b></p> | <p><b>Requested Decisions:</b></p> <ul style="list-style-type: none"> <li>• Approve the content of this outcome report,</li> <li>• Approval of the budget adjustment summarised in section 13 and detailed in table 3 Appendix 3.</li> <li>• Agree to close this project once the outstanding actions referred to in section 13 are complete and payments are made.</li> </ul>   |
| <p><b>3. Key conclusions</b></p>                    | <p>The project delivered on its main objectives as follows:</p> <ul style="list-style-type: none"> <li>• The creation of new pedestrian walkway enabled improved pedestrian movement in an area of the City that was previously an uninviting alleyway terminated by a dead end.</li> <li>• Improved lighting and high-quality materials which increase public perceptions of safety when using the new extended covered passageway (Nun Court) that links Coleman Street with Moorgate.</li> <li>• The developer's aspirations and requirements were by ensuring the surrounding highways work was completed to a professional City standard in accordance with the public realm enhancement Supplementary Planning Document (SPD) 2016.</li> <li>• The practical completion of the works to surrounding highway was also completed prior to occupation of the development.</li> </ul> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close co-ordination and engagement with stakeholders and City project teams enables smooth project delivery. This is essentially true of this site, where there were three developers and multiple actors within close proximity of each other with competing needs and programmes.</li> <li>• Better engagement with the schedule of development in the area may have reduced the staggered implementation of some project elements; by promoting better relationships between stakeholders.</li> <li>• Early engagement with utilities programmes and other statutory bodies such as TfL reduces conflicts when accommodating highways activities.</li> <li>• Early engagement with the developer and the City's development management division is invaluable to ensure the developer discharged conditions in</li> </ul> |

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|  | accordance with their planning approval, prior to the commencement of public realm works. |
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## **Main Report**

### **Design & Delivery Review**

#### **4. Design into delivery**

The design of the scheme utilised the City's existing palette of materials in accordance with the Public Realm SPD (2016) Moorgate, Coleman Street and Nun Court footways were resurfaced in York Stone. Nun Court passageway was also extended via a newly created dogleg from the new development threshold linking Moorgate with Coleman Street. This adjoining section of Coleman Street was also widened to improve pedestrian movement.

There was an aspiration to accommodate at least two street trees along the widened Coleman Street frontage, however, these have yet to be delivered due to underground utilities service restrictions. They will now be accommodated within the local catchment area.

#### **Impacts on the Delivery Programme**

Due to the presence of two additional developers on site, adjacent to the 55 Moorgate curtilage, namely 51 Moorgate and 74 Coleman Street; it was essential to maintain a good working relationship to accommodate three separate work streams into the City's programme. This proved quite challenging as competing programmes created different issues that delayed the City's works. One of the main challenges was reconciling threshold agreed threshold levels with finished levels, as these would impact drainage on public highway.

Development activity on site was expected to be prohibitive up to a point due to access restrictions associated with the site. To alleviate this, prior to commencement of improvement works City officers agreed an arrangement to carry out survey work behind the developers' hoarding line.

Surveys revealed the presence of in-ground utilities services, making tree planting in Coleman Street difficult. Despite these findings there was a determination to deliver additional greenery in the area. It was agreed that should ground conditions prove suitable trees could be planted in nearby locations.

Potential locations are currently being assessed and tree planting is expected to commence in the winter.

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|                             | It is worth noting there were some delays to the delivery of this project, and these are summarised in paragraph <u>9 Assessment of project against key milestones</u> .   |
| <b>5. Options appraisal</b> | <p>The design scope was agreed with the developer as part of their voluntary contribution that formed part of the Section 278 Agreement. A single option was therefore considered that utilised standard natural materials such as Yorkstone to respond to the linear building footprint particularly on Coleman Street and Moorgate. The location of trees would be determined when the City was granted access to the site.</p> <p>The subsequent presence of in-ground utilities was not detrimental to the integrity of the overall design and it was quickly agreed with the developer that planting trees nearby was a viable alternative and would not affect the main aims of the project.</p>   |
| <b>6. Procurement route</b> | <ul style="list-style-type: none"> <li>• The design was developed and completed in house by City Engineers working closely with the developer of 55 Moorgate to progress the scheme and finalise the design.</li> <li>• The construction package was also prepared by City Engineers with collaborative input from the developer to provide levels information.</li> <li>• Hard landscaping and civils works on-site were to be undertaken by the City's term contractor.</li> <li>• All soft landscaping was to be delivered by the City's Open Spaces gardens team subject to ground conditions.</li> </ul>  |
| <b>7. Skills base</b>       | <ul style="list-style-type: none"> <li>• The project team has the skills, knowledge and experience to manage delivery of this and similar future projects.</li> <li>• A communication strategy was developed in the early stages of the project to include the numerous stakeholders and ensure good coordination of the public realm works whilst managing the expectations of three building developments within close proximity.</li> <li>• The landscape design was delivered in-house, developing designs that would inform the final construction package.</li> <li>• City officers were also engaged in the process to ensure that utilities companies programmes were accommodated and monitored in the City's Highways Activities Programme.</li> </ul> |
| <b>8. Stakeholders</b>      | <ul style="list-style-type: none"> <li>• The main stakeholders were: <ul style="list-style-type: none"> <li>• 55 Moorgate (developer provided voluntary contribution)</li> <li>• 51 Moorgate (adjacent developer)</li> <li>• 74 Coleman Street (adjacent developer)</li> <li>• Transport for London</li> <li>• UK Power Networks</li> </ul> </li> </ul>  |

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|  | <ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer of 55 Moorgate and other stakeholders to ensure the proposals met their needs. The S278 Agreement framed the aspirations of the developer and the City.</li> <li>• Regular updates were provided to all interested parties throughout the project to reduce conflict.</li> </ul> |
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## Variation Review

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| <p><b>9. Assessment of project against key milestones</b></p> | <p>Gateway 5 – February 2020   Committee Approval<br/> Expected start – June 2020   Actual start – February 2021</p> <p>The construction programme was affected by delays some were expected whilst others were beyond the scope of the project.</p> <p><b>Delays to the Developer programme</b></p> <p>When public realm works were due to commence, it was soon realised that the drainage coverage on adjacent private land was inadequate. Removal of site hoarding revealed the developers had omitted part of their drainage design during the construction works. This would mean an unacceptable discharge from private land onto public highway. City officers quickly engaged with developers and the City’s planning authority to ensure an acceptable solution.</p> <p>The City’s planning authority and highways authority agreed to the developer submitting a non-material alteration proposal. The subsequent change in the drainage infra structure meant necessary level design changes to the surrounding public highway. This affected Moorgate, Coleman Street and Nun Court as other levels proved incompatible. Officer time resource was required to redesign levels to accord with the City’s standard design tolerances and appraise the developer’s submissions.</p> <p><b>Unforeseen Impacts of Global events</b></p> <p>The global Covid-19 pandemic affected site activity. This was by no means unique to this site or this project. The resultant fall in productivity in turn delayed site release to the City to commence. Whilst delays in the developer programme are not uncommon, events clearly had an impact on site activity.</p> <p>Procurement channels were significantly affected by the container ship that ran aground in the Suez Canal creating a backlog of imports as one of the most important trade routes in the world was obstructed for nearly a week in March 2021.</p> |
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|  | In order to reduce the impact regular City officers would maintain regular contact with stakeholders agreeing a phased delivery that would accommodate the developers' programme.  |
| <b>10. Assessment of project against Scope</b> | <p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> <li>• Full pedestrianisation was achieved through an extended Nun Court, linking Moorgate with Coleman Street.</li> <li>• Footways have been resurfaced in Yorkstone and Coleman Street has been widened to improve access.</li> <li>• 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 area.</li> <li>• Where, trees were unable to be planted in the main Coleman Street thoroughfare, alternative locations have been proposed in the area and will be planted in the upcoming winter planting season.</li> </ul>   |
| <b>11. Risks and issues</b>                    | <p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> <li>• The impact to the programme was mainly as a result of the global pandemic slowing activity through uncertainty, procurement issues, competing highway activities in the City and being compelled to accommodate them throughout the programme.</li> <li>• Whilst surveys had been undertaken prior to works it is not uncommon to uncover prohibitive infra structure and the need for alternatives. This was the case with the planting of trees.</li> <li>• There were very few complaints regarding noise as a result of construction, but there were some anxieties expressed regarding the programme. Whilst officers persevered to reduce this risk, it was clear that some occurrences had to be accepted and absorbed within the project scope.</li> </ul> |
| <b>12. Transition to BAU</b>                   | This project utilised standard design practices with a clear plan for transitioning to business as usual. The project has remained within scope with commonly agreed maintenance regime that will commence when the project has concluded.   |

## Value Review

### 13. Budget

The project is practically complete with a few outstanding actions to be carried out as summarised below:

#### Outstanding Actions

- Install up to two new street trees in the vicinity of the development at 55 Moorgate.
- Resurface a section of carriageway adjacent to the development on Coleman Street.
- A road closure will be required to enable resurfacing.

Approximately, £18,889 will be spent on the outstanding actions inclusive of works, road closures and staff costs.

The resurfacing works will occur in early October 2021 and will be carried out over two weekends to reduce disruption.

The planting of trees must occur within the City's standard planting season between November and March of each year to ensure they are able to thrive in favourable conditions. They are likely to be installed before March 2022.

The project has necessitated an increase in officer resources to manage the project and navigate additional challenges as summarised in Section 4 (Design into delivery) and Section 9 (Assessment of project against key milestones). This has meant an increase in staff costs to carry out:

- Adjustments to the design of the scheme to align footway levels to accord with the City's acceptable capacity to manage excess water run-off.
- Risk management, negotiate these changes between three adjacent developers and communicating these changes to stakeholders.

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| <i>Estimated Outturn Cost (G2)</i> | <i>Estimated cost (including risk): N/A<br/>Estimated cost (excluding risk): £100,000-£200,000.</i> |
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|                    | <i>At Authority to Start work (G5)</i> | <i>Final Outturn Cost</i> |
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| <i>Fees</i>        | <i>£12,350</i>                         | <i>£11,385</i>            |
| <i>Staff Costs</i> | <i>£70,039</i>                         | <i>£93,281</i>            |
| <i>Works</i>       | <i>£221,247</i>                        | <i>£198,970</i>           |
| <i>Purchases</i>   | <i>£0</i>                              | <i>£0</i>                 |

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|   | <table border="1"> <tr> <td><i>Other Capital Expend</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Costed Risk Provision</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Recharges</i></td> <td>£0</td> <td>£0</td> </tr> <tr> <td><i>Other</i></td> <td>£23,249</td> <td>£23,249</td> </tr> <tr> <td><i>Total</i></td> <td>£326,885</td> <td>£326,885</td> </tr> </table> <p>The full budget is expected to be utilised in full. These figures represent the expected spends to carry out the outstanding actions summarised earlier in this section</p> <p><b>Please confirm whether or not the Final Account for this project has been verified.</b></p> <p>Final account will be verified upon completion of works and payment of invoices. Any unspent funds will be returned to the developer of 55 Moorgate, in accordance with the Section 278 Agreement with the City of London.</p>   | <i>Other Capital Expend</i> | £0 | £0 | <i>Costed Risk Provision</i> | £0 | £0 | <i>Recharges</i> | £0 | £0 | <i>Other</i> | £23,249 | £23,249 | <i>Total</i> | £326,885 | £326,885 |
| <i>Other Capital Expend</i>                               | £0   | £0                          |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <i>Costed Risk Provision</i>                              | £0   | £0                          |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <i>Recharges</i>  | £0   | £0                          |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <i>Other</i>  | £23,249  | £23,249                     |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <i>Total</i>  | £326,885   | £326,885                    |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <b>14. Investment</b>                                     | This project represents a voluntary contribution from the developer of 55 Moorgate to improve the public highway within the vicinity of the development to improve the perception of their business premises.  |                             |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <b>15. Assessment of project against SMART objectives</b> | <p><b>Objectives from Gateway 2 report:</b><br/> <i>“The City Public Realm team will manage and deliver a high quality, accessible public realm and pedestrian environment in the proximity of the development. The project will be developed and implemented over 12 months. The implementation of the works will be coordinated with the development’s construction programme.”</i></p> <ul style="list-style-type: none"> <li>• The project delivered a high-quality environment by utilising natural materials in keeping with the City’s Public Realm SPD (2016).</li> <li>• Early engagement and ongoing communication with local businesses was essential to ensure the work programme was a success in the face of great challenge.</li> <li>• Positive relationships with the City’s Development Management Division helped to resolve a potential issue with the developer that would have had implications for the project.</li> <li>• Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.</li> </ul> |                             |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |
| <b>16. Key benefits realised</b>                          | <ul style="list-style-type: none"> <li>• Improved pedestrian movement in the City is expected as a result of the new pedestrian link (Nun Court), created between this section of Coleman Street and Moorgate.</li> </ul>  |                             |    |    |                              |    |    |                  |    |    |              |         |         |              |          |          |



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|  | <ul style="list-style-type: none"> <li>• An increased public perception of safety is expected due to improved lighting and high-quality materials used.</li> <li>• Reduced pedestrian congestion outside the development is expected to result from the widening of the Coleman Street footway.</li> <li>• The developer's aspirations and requirements were met, by ensuring the surrounding highways work is completed prior to occupation of the development.</li> </ul> |
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### **Lessons Learned and Recommendations**

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| <b>17. Positive reflections</b>    | Efficient, joined up thinking between City officers ensured a co-ordinated clear approach to resolving potential issues. This was further strengthened by officers' regular communication with developers to facilitate the success of the project, resulting in a much-improved environment. |
| <b>18. Improvement reflections</b> | Where there have clearly been issues, it is important to engage in a post project debrief to ensure lessons are learnt and communicated effectively.  |
| <b>19. Sharing best practice</b>   | By engaging in regular meetings to share ideas, disseminate and record best practice, improvements are assured.   |
| <b>20. AOB</b>                     | It has been a challenging 18 months for the City and it is important to continuously improve the City's public realm and adapt to need. This aspiration is achievable by improving communications and the efficiency of change control management.  |

### **Appendices**

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| <b>Appendix 1</b> | Project Coversheet |
| <b>Appendix 2</b> | Plan               |
| <b>Appendix 3</b> | Finance            |
| <b>Appendix 4</b> | Site photos        |

### **Contact**

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