

Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub - <i>for decision</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: Puddle Dock Improvement Measures Unique Project Identifier: 11733	Gateway 6: Outcome Report Regular
Report of: Executive Director, Environment Department Report Author: Albert Cheung, City Transportation	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Introduce a new pedestrian route in Puddle Dock which will connect Queen Victoria Street with the riverside walk (St Paul's Walk). This includes the following measures: <ul style="list-style-type: none"> • Closure of the Puddle Dock left turn slip road to create a new pedestrian space • A new western footway along the southern section of Puddle Dock. • A raised carriageway at Blackfriars Passage / Puddle Dock junction. • An informal crossing over Puddle Dock • Traffic island modifications • Carriageway and footway resurfacing <p>To complete the new pedestrian route, a new pedestrian crossing over Upper Thames Street and an accessible ramp down to the riverside at the existing gated opening is required. As Upper Thames Street is a Transport for London road, TfL agreed to deliver the crossing and the ramp as an independent project but in tandem with the City's. However, due to the impact of Covid-19 on TfL's finances, they have so far been unable to</p>
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	<p>deliver this but have made commitments to do so as soon as possible.</p> <p>RAG Status: Green. Green at last report</p> <p>Risk Status: Low. Low at last report</p> <p>Costed Risk Provision Utilised: N/A (scheme predates CRP)</p> <p>Final Outturn Costs: £488,356</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <p>Members of Streets and Walkways and Project Sub-Committees are asked to:</p> <ul style="list-style-type: none"> • Approve the content of this Outcome Report and agree to close the project.
3. Key conclusions	<p>The project has been successfully completed within budget. However, the crossing over Upper Thames Street and ramp onto the riverside has not yet been delivered by TfL.</p> <p>The project experienced delays against the original programme, due to third party approvals and Covid-19 pandemic related issues such as works on site being paused due to lockdown and delays with TfL funding being made available.</p> <p>Key learning and recommendations for future projects are:</p> <ul style="list-style-type: none"> • Obtaining third party approvals to carry out works on private land can take longer than expected. Particularly where landownership is complicated. • Third party projects, such as those being delivered by TfL, can change due to unforeseen issues. However, the scale and impact caused by the Covid-19 pandemic is unprecedented and could not have been forecasted. • Close co-ordination and engagement with stakeholders and project teams ensured support and enabled smooth project delivery.

Main Report

Design & Delivery Review

4. Design into delivery	The proposed design, using standard features and materials, has enabled the smooth delivery of the project with no notable issues.
5. Options appraisal	<p>Several options were explored, however, the option to provide a new western footway has delivered the most cost-effective solution to provide a pedestrian route from/to the Upper Thames Street.</p> <p>As TfL are unable to deliver their project at this time, additional signage has been installed to advise pedestrians that access to the riverside is currently not available.</p>
6. Procurement route	Detailed designs were prepared by the City's highways team. The City's term contractor was used to successfully deliver the on-street works.
7. Skills base	The project team had the skills, knowledge and experience to manage and deliver the project.
8. Stakeholders	Stakeholders such as local occupiers, TfL and user representatives have been kept informed, consulted and comments considered during the development and delivery of the project. This enabled the project to be delivered smoothly and has minimised risk.

Variation Review

9. Assessment of project against key milestones	A key milestone was for the works to be completed by June 2020. This was on track with works commencing in January 2020. However, due to Covid-19 lockdown, works were paused soon after. TfL funding to complete the scheme was also delayed but was made available in December 2020. Work on site resumed in January 2021 and was completed by 31 March 2021.
10. Assessment of project against Scope	The scope of the project was to deliver a pedestrian route which would connect Queen Victoria Street with the riverside walk via Puddle Dock. Although we have delivered our part of the project, TfL has so far been unable to deliver the crossing over Upper Thames Street and the accessible ramp down to the riverside at the existing gated opening. The pedestrian route is therefore not fully complete. However, the current highway changes have still provided some useful benefits such as an additional crossing over Puddle Dock and pedestrian accessibility improvements. Once TfL complete their project, the route would be available without any further delays.

11.Risks and issues	<p>Due to the impact of the Covid-19 pandemic on TfL's finances, TfL has deferred the delivery of the crossing over Upper Thames Street and the ramp down to the riverside. By the time officers were made aware of time, the Puddle Dock scheme was half built. Following this a funding opportunity by TfL was made available for projects in the construction phase only. As Puddle Dock was the only transport scheme which met this requirement and rather than lose the funding altogether, the funding was utilised to complete the works even though TfL's delivery of the crossing and ramp was deferred.</p> <p>Officers will continue to engage with TfL and to support them in the delivery of the pedestrian crossing and the ramp as soon as practicable.</p> <p>Obtaining consent to carry out works on private land took longer than programmed due to the complex land ownership issues. However, due to the construction delays caused by the Covid-19 pandemic, this delay did not cause any additional impact.</p>
12.Transition to BAU	<p>Following completion of the works, the delivered project is now managed under normal BAU activities. This has been possible as the project team included representatives from all service areas who are responsible for the BAU activities.</p>

Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost: £250k - £5million
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£84,384	£88,438
	<i>Staff Costs</i>	£167,742	£142,099
	<i>Works</i>	£257,000	£257,819
	<i>Total</i>	£509,126	£488,356
	Please confirm whether or not the Final Account for this project has been verified. Final account for this project has not been verified		
14. Investment	N/A		

15. Assessment of project against SMART objectives	<p>The project pre-dated the setting of SMART objectives. The following measures of success, set at Gateway 5, were met:</p> <ul style="list-style-type: none"> • A footway has been implemented along Puddle Dock; • Measures are implemented to improve road safety. This consists of a crossing facility over Puddle Dock, reduced conflicts from the closure of the slip road as well as the raised carriageway; • The public realm has been improved. This has been achieved by removing the slip road . <p>The following measures of success were not met. However, these were beyond the City's control as they were being delivered by TfL as part of a separate but coordinated project.</p> <ul style="list-style-type: none"> • A pedestrian crossing is provided over Upper Thames Street; • A ramp onto the riverside walk is implemented;
16. Key benefits realised	<p>A footway has been provided, and once TfL implements the crossing and the ramp, pedestrians will be able to use it to access the riverside walk without any further delays.</p> <p>The footway, raised carriageway, informal crossing and pedestrianisation of the slip road has improved road safety and the public realm.</p>

Lessons Learned and Recommendations

17. Positive reflections	<ul style="list-style-type: none"> • Strong co-ordination and engagement with stakeholders enabled smooth delivery of the project • Project Management and technical experience ensured the project was delivered to scope.
18. Improvement reflections	<p>The time required to obtain the legal agreement to carry out works on private land was underestimated and on reflection should have been started earlier. This delay in obtaining the agreement could have impacted the construction. Although this was not the case on this occasion.</p>
19. Sharing best practice	<p>Dissemination of information through team and project staff briefings.</p>
20. AOB	<p>None.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Photos – before and after

Contact

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