

<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> 2 February 2022 15 February 2022 17 February 2022
<b>Subject:</b> Crossrail Urban Realm Improvements Consolidation Report  <b>Unique Project Identifier:</b> (10993) – Farringdon east (11375) – Liverpool Street (11381) – Moorgate	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> George Wright, City Transportation	
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Descriptions:</b>  The three Crossrail Urban Realm Projects have been largely completed as per the agreed designs, within budget and prior to the opening of the Elizabeth Line. Each project has some outstanding works and these are summarised in this report. As it may not be possible to complete some of these works for several years, it seems prudent in terms of project management and governance to deliver the outstanding elements as part of Crossrail phase 2 projects and via Section 278 agreements, and close the phase 1 projects.  <u>Farringdon east</u>  Improvements to Lindsey Street, Hayne Street, Long Lane and Charterhouse Street included: <ul style="list-style-type: none"> <li>• Footway widening and paving upgrades in Yorkstone</li> <li>• The installation of raised zebra crossings on Lindsay Street, Charterhouse Street and Long Lane.</li> <li>• Provision of cycle parking</li> <li>• The introduction of security measures</li> </ul>
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	<ul style="list-style-type: none"> <li>• Carriageway resurfacing</li> </ul> <p>Planned carriageway resurfacing on Lindsey Street is paused due to proposed works to the rail bridge beneath carriageway, to be undertaken by City Structures.</p> <p><u>Liverpool Street</u></p> <p>Improvements to Liverpool Street, Blomfield Street, Eldon Street, Old Broad Street and Finsbury Circus included:</p> <ul style="list-style-type: none"> <li>• The closure of Liverpool Street west and creation of a new pedestrianised space, approximately 90 x 14m.</li> <li>• Footway widening and paving upgrades in Yorkstone</li> <li>• An upgrade of the signalised crossing on Blomfield Street to include Green Man Authority for pedestrians</li> <li>• The introduction of security measures</li> <li>• The installation of cycle parking</li> <li>• Carriageway resurfacing</li> <li>• Street clutter removal including the installation of traffic signs on buildings where possible</li> </ul> <p>Proposed highway improvements at the junction of Blomfield Street, Finsbury Circus and on part of Liverpool Street are paused due to the neighbouring re-development of 1-14 Liverpool Street.</p> <p><u>Moorgate</u></p> <p>Improvements to Moorfields, Moor Place, Moorgate and London Wall included:</p> <ul style="list-style-type: none"> <li>• Footway widening and paving upgrades in Yorkstone</li> <li>• The introduction of security measures</li> <li>• The installation of cycle parking and seating</li> <li>• Carriageway upgrade of Moor Place using granite setts</li> </ul> <p>Proposed highway works on Fore Street Avenue and parts of Moorfields, Moor Place and Moorgate are delayed due to the re-development of the neighbouring sites at 21 Moorfields and 101 Moorgate.</p> <p><u>Artwork</u></p> <p>Public artwork remains under development for Moorfields and Liverpool Street and will continue to remain separate to the main projects. It is currently envisaged that installation will take place over the next 12-18 months.</p> <p><b>RAG Status:</b> Green (all projects). Green at last report</p> <p><b>Risk Status:</b> Low (all projects). Low at last report</p>
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	<p><b>Costed Risk Provision Utilised:</b> N/A (scheme predates CRP)</p> <p><b>Final Outturn Costs:</b></p> <p>Farringdon east - £1,946,428</p> <p>Liverpool Street - £1,492,037</p> <p>Moorgate - £1,183,595</p>
<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> <p><u>Overall</u></p> <ul style="list-style-type: none"> <li>• Note the successful completion of Phase 1 of the Crossrail Urban Realm Improvements Programme and associated underspends;</li> <li>• Note that the development of options, and their associated costs, for Phase 2 of the Crossrail Urban Realm Improvements is currently underway and will be brought before Members for decision in Autumn 2022.</li> <li>• Agree to close Farringdon East, Moorgate Phase 1 and Liverpool Street Phase 1 projects.</li> <li>• Approve the content of this outcome report.</li> </ul> <p><u>Farringdon East</u></p> <ul style="list-style-type: none"> <li>• Approve the transfer of £85,000 to the City Structure's Lindsay Street Bridge Strengthening Project to fund the outstanding resurfacing of Lindsey Street following completion of bridge repair works;</li> <li>• Note the project underspend of £564,590 on the Farringdon East Project.</li> </ul> <p><u>Moorgate</u></p> <ul style="list-style-type: none"> <li>• Approve the transfer of £25,018 to the 21 Moorfields section 278 project to fund outstanding works on Fore Street Avenue;</li> <li>• Note the project underspend of £1,254,289 on Moorgate Crossrail Phase 1</li> </ul> <p><u>Liverpool Street</u></p> <ul style="list-style-type: none"> <li>• Approve the transfer of £155,000 to Liverpool Street phase 2 project to fund outstanding phase 1 works;</li> <li>• Note the project underspend of £1,060,806 on Liverpool Street phase 1 project;</li> </ul>

	<ul style="list-style-type: none"> <li>• Include any phase 1 utility repayments or payments to be assigned to phase 2 budget.</li> </ul>
<b>3. Key conclusions</b>	<p>The three Crossrail projects have transformed the public realm in the vicinity of the three Elizabeth Line stations, particularly for pedestrians. The projects all experienced delays against the original programme but these were largely due to a delay in Crossrail contractors releasing highway to the City and latterly some COVID-related issues. The delays to Crossrail itself meant that the works will have been completed prior to the line's opening (with the exception of the outstanding elements noted in this report).</p> <p>Under the terms of the Crossrail Urban Realm Agreements, a fixed sum (including a contingency) was agreed between the City and Crossrail to construct each scheme. This presented the City with a degree of financial risk but each project has been delivered within budget.</p> <p>The underspends on each project are largely due to a significant reduction in the estimated utility costs, unused highways works contingency and, in the cases of Liverpool Street and Moorgate, outstanding works that it is recommended are carried out as part of the phase 2 projects.</p> <p>There are no conditions for the repayment of unspent funds. Crossrail was, in effect, buying-out of its statutory obligation to undertake the public realm works itself. The City Corporation is therefore able to reallocate any unspent funds to other projects. The phase one projects delivered improvements to the public realm immediately surrounding the new Crossrail station entrances.</p> <p>Phase 2 projects have been initiated for Liverpool Street and Moorgate stations to address the issue of enabling the movement of a significant increase in pedestrian numbers to and from the stations. These projects are both at the stage of investigating options for improvements, primarily for pedestrians, and both currently have quite limited budgets. It is likely that the budgets for the phase 2 projects will need to increase due to construction cost increases and the more complex works being investigated, such as changes to signalised junctions. So placing the phase 1 underspends into a short-term ring fence is considered an appropriate course of action.</p> <p>Officers therefore recommend that the budget underspend for the Phase 1 projects is set aside at this stage until this</p>

	<p>optioneering process for Phase 2 has been completed. If additional funding is required to progress the Phase 2 projects, then a drawdown of the underspend would be recommended in the relevant reports. This will allow the aims and objectives of the Crossrail Urban Realm projects to be extended to deliver improvements for pedestrians and cyclists across a wider area and will avoid not being able to take forward suitable projects on the basis of a limited budget.</p> <p><u>Outstanding works</u></p> <p><b>Farringdon east</b></p> <p>The City Structures team will be undertaking repair work on the bridge structures under the Lindsey Street, so the planned re-surfacing of the carriageway is paused. Once the repair work is completed the resurfacing will be undertaken. This is expected to be in 2022/23.</p> <p><b>Moorgate</b></p> <p>Footway works around the developments at 21 Moorfields and 101 Moorgate will be undertaken as part of the respective Section 278 projects and as part of the MCSL phase 2 project. The issue of shallow utilities on Moorgate due to the underground tunnel will be addressed as part of the MCSL phase 2 project and a payment of £312,000 has been received from Crossrail to reflect the estimated cost of remedial work.</p> <p><b>Liverpool Street</b></p> <p>Footway and carriageway works on Blomfield Street, Finsbury Circus and Liverpool Street are delayed due to the neighbouring development at 1-14 Liverpool Street and will be completed as part of the Liverpool Street phase 2 works. This work is estimated to cost £155,000.</p>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The three projects were designed to concept design stage by Crossrail with input from the City. Detailed construction designs for Farringdon east were prepared by the City's highways team. Crossrail prepared the construction designs for Moorgate and Liverpool Street, again with input from the City. Construction was undertaken by the City's highways term contractor and managed in-house by members of the City Transportation and Highways team.</p>
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<b>5. Options appraisal</b>	Only one design option for each location was progressed to detailed design stage, albeit following a public engagement process by Crossrail.
<b>6. Procurement route</b>	Detailed designs were prepared by Crossrail and the City's highways team. The City's term contractor undertook the urban realm construction works.
<b>7. Skills base</b>	The project team had the skills, knowledge and experience to manage and deliver these projects.
<b>8. Stakeholders</b>	Each project area had its own set of stakeholders, notably: Smithfield Market at Farringdon; London Underground and neighbouring businesses at Moorgate; and British Land and Network Rail at Liverpool Street.

### Variation Review

<b>9. Assessment of project against key milestones</b>	The principal milestone in the gateway 5 report relating to the date of completion of the construction phase was not met and the explanation for the delay is referred to earlier in this report.
<b>10. Assessment of project against Scope</b>	The scope of the projects remained the same: the delivery of high-quality urban realm to improve the environment for pedestrians. Those elements that can be completed have been successfully delivered to meet that scope. Those elements that cannot be delivered now at this time will be addressed through the alternative projects set out in this report.
<b>11. Risks and issues</b>	<p>A principal risk for each project was payment of a fixed sum by Crossrail to the City to construct the public realm improvements. Any overspend would have left the City needing to identify additional funding. Linked to this was the risk that delays to opening of the Elizabeth Line might have increased costs due to the potential for inflationary increases. Whilst additional staff costs were incurred and construction cost uplifts took effect, these were accommodated within each project budget which had been negotiated with Crossrail with this in mind.</p> <p>A further risk was the potential constraints caused by the construction of third-party developments over and around the Station entrances. Good working relationships between City officers and development/construction teams ensured that highway works proceeded relatively smoothly. However, these have become issues in relation to 21 Moorfields, 101 Moorgate and 1-14 Liverpool Street where outstanding works will be picked up by Section 278 or the Phase 2 projects.</p> <p>Issues with shallow utilities arose at both Liverpool Street and Moorgate. At Liverpool Street the issue was addressed by</p>

	<p>modifications to the highway design. At Moorgate, the City has secured an additional payment of £312,850 from Crossrail that reflects the estimate cost of the required utility works on the Moorgate carriageway and this work will be undertaken as part of the MCSL project.</p> <p>The issue of an increased load on the Lindsay Street bridge structure (due to a new raised table) was resolved after collaborative working with City Structures and minor design revisions.</p> <p>The issue of delayed carriageway resurfacing on Lindsay Street will be managed through the transfer of re-surfacing funding to the City Structures team who will be managing the bridge repair work.</p>
<b>12. Transition to BAU</b>	Those aspects of the projects that can be delivered now have been completed and passed over to the highways team to manage. All of the projects were designed and constructed to the City's specifications.

### Value Review

13. Budget

Farringdon east

<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £250k - £5million	
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£69,844	£64,742
<i>Staff Costs</i>	£323,217	£279,947
<i>Highway works inc contingency</i>	£1,537,513	£1,261,355
<i>Utilities</i>	£665,444	£340,384
<i>Total</i>	£2,596,018	£1,946,428

Liverpool Street phase 1

<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £250k - £5million	
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£195,313	£162,479

	<table><tr><td>Staff Costs</td><td>£439,320</td><td>£459,123</td></tr><tr><td>Highway works inc contingency</td><td>£1,353,210</td><td>£730,091</td></tr><tr><td>Utilities</td><td>£690,000</td><td>£139,611</td></tr><tr><td>Total</td><td>£2,707,843</td><td>£1,492,037</td></tr></table> <p>Moorgate phase 1</p> <table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost: £250k - £5million</td></tr></table> <table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Fees</td><td>£236,539</td><td>£160,415</td></tr><tr><td>Staff Costs</td><td>£484,563</td><td>£404,724</td></tr><tr><td>Highway works inc contingency</td><td>£1,286,800</td><td>£516,350</td></tr><tr><td>Utilities</td><td>£455,000</td><td>101,881</td></tr><tr><td>Total</td><td>£2,462,902</td><td>£1,183,370</td></tr></table> <p>For more detailed financial information, please see Appendix 4.</p> <p><b>Please confirm whether or not the Final Account for this project has been verified. * NO</b></p>	Staff Costs	£439,320	£459,123	Highway works inc contingency	£1,353,210	£730,091	Utilities	£690,000	£139,611	Total	£2,707,843	£1,492,037	Estimated Outturn Cost (G2)	Estimated cost: £250k - £5million		At Authority to Start work (G5)	Final Outturn Cost	Fees	£236,539	£160,415	Staff Costs	£484,563	£404,724	Highway works inc contingency	£1,286,800	£516,350	Utilities	£455,000	101,881	Total	£2,462,902	£1,183,370
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14. Investment	N/A																																
15. Assessment of project against SMART objectives	<p>These projects pre-date the setting of SMART objectives. The following measures of success, set at Gateway 5, were met:</p> <p><u>Farringdon east</u></p> <p>a) The City ensures that the activities of the over-site developer do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>c) The City completes the reinstatement works as soon as possible following completion of the over-site development;</p> <p>d) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>e) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>f) Smithfield Market operations will be minimally affected by the works;</p>																																



	<p>g) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p> <p><u>Liverpool Street phase 1</u></p> <p>a) The City ensures that the activities of the developer of 100 Liverpool Street do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>b) The City completes the reinstatement works as soon as possible following completion of the neighbouring development;</p> <p>c) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>d) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>e) Bus station operations will be minimally affected by the works;</p> <p>f) Servicing of local businesses will also be minimally affected by the works; and</p> <p>g) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p> <p><u>Moorgate phase 1</u></p> <p>a) The City and CRL works constructively together to come to a solution to the shallow services problem on Moorgate;</p> <p>b) The City ensures that the activities of local developers do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>c) The City completes the full reinstatement works as soon as possible, whilst allowing for external factors, such as developer activity;</p> <p>d) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>e) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>f) The City and LUL are able to enter into an access agreement which will allow LUL to control vehicular access to Moorfields south (acting as agents to the City);</p> <p>g) Servicing of local businesses will also be minimally affected by the works; and</p> <p>h) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p>
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<b>16.Key benefits realised</b>	<p>The Crossrail public realm and highway measures have transformed the areas adjacent to the new stations, with a particular emphasis on improvements for pedestrians (see Appendix 5). Key benefits include:</p> <ul style="list-style-type: none"> <li>• Wider footways</li> <li>• Creation of new pedestrianised areas</li> <li>• New and upgraded crossing facilities</li> <li>• Removal of unnecessary street clutter removal</li> <li>• Introduction of new cycle parking and seating</li> </ul> <p>At each location the City team worked to meet the needs of developers to accommodate their new developments.</p>
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### **Lessons Learned and Recommendations**

<b>17.Positive reflections</b>	<ul style="list-style-type: none"> <li>• The original decision to undertake the work on behalf of Crossrail proved the right one as the City was able to deliver the spaces for the public to enjoy (once they were handed over) without becoming impacted by the wider delays to the Crossrail programme.</li> <li>• Having anticipated potential wider delays to the Crossrail programme, the risks around cost &amp; scope were successfully managed.</li> <li>• Good working relationships were established with: Crossrail and its contractors; local businesses; and developers adjacent to each site.</li> <li>• New cycle parking is well-used, highlighting the shortage of suitable locations in many parts of the City.</li> </ul>
<b>18.Improvement reflections</b>	Regular and on-going engagement with local stakeholders could, at times, have been more proactive. For example, the installation of cycle stands adjacent to a building, without prior notice, was poorly received by the building manager.
<b>19.Sharing best practice</b>	Dissemination of information through team and project staff briefings.
<b>20.AOB</b>	None.

### **Appendices**

<b>Appendix 1</b>	Project Coversheet Farringdon east
<b>Appendix 2</b>	Project Coversheet Liverpool Street
<b>Appendix 3</b>	Project Coversheet Moorgate

<b>Appendix 4</b>	Detailed financial information
<b>Appendix 5</b>	Photos – before and after

### **Contact**

<b>Report Author</b>	George Wright
<b>Email Address</b>	<a href="mailto:George.Wright@cityofLondon.gov.uk">George.Wright@cityofLondon.gov.uk</a>
<b>Telephone Number</b>	07802 378812