

<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> City Wayfinding – Introduction of Legible London <b>Unique Project Identifier:</b> 11735	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> George Wright, City Transportation	
<h1>PUBLIC</h1>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> The introduction of the Legible London wayfinding system across the Square Mile, including the Barbican highwalks. <b>RAG Status</b> Amber (Green at last report) <b>Risk Status:</b> Low <b>Costed Risk Provision Utilised:</b> None <b>Final Outturn Cost:</b> £1,894,258
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members of Streets and Walkways and Project Sub-Committees are asked to: <ul style="list-style-type: none"> <li>• approve the content of this outcome report and agree for the project to be closed;</li> <li>• release the call on further funds from the On Street Parking Reserve.</li> </ul>

<b>3. Key conclusions</b>	<p>The City Corporation agreed in March 2018 to introduce Transport for London's (TfL's) Legible London wayfinding across the Square Mile. This form of wayfinding is already installed in neighbouring London Boroughs.</p> <p>The project involved:</p> <ul style="list-style-type: none"> <li>• the removal of the City's previous wayfinding system;</li> <li>• the production of a sign placement and directional content plan for Legible London signage;</li> <li>• working with City stakeholders to ensure the Legible London mapping was up to date and relevant;</li> <li>• working with TfL and Barbican estate stakeholders to develop a bespoke Legible London mapping system for the Barbican highwalk network;</li> <li>• the approval and production of mapping and directional content artwork for each sign;</li> <li>• utilising TfL's framework contract to facilitate signage manufacture and installation;</li> <li>• co-ordinating the phased installation of Legible London.</li> </ul> <p>Over 300 new signs have been installed and, whilst the project took longer to complete than originally programmed, it has been delivered within budget. Sign locations and type can be found on the Legible London layer of the Citymaps GIS.</p>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>TfL's Legible London signage system follows a clear, unequivocal set of design standards which meant that design development was relatively straight forward.</p> <p>The use of TfL's framework contractor, Trueform, should have saved time as a procurement exercise was not required. However, the framework contractor missed agreed installation dates on several occasions, sometimes by many months and this led to significant extension of the installation programme. Moreover, not having overall control of the framework contract led to a delay in issues being resolved.</p> <p>The Gateway 5 report included a proposal for the old City signage to be sold at an auction for the Lord Mayor's Charity but this did not come to fruition. It is therefore proposed that the best price is</p>
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	obtained from an architecture salvage company with the proceeds going to central funds.
<b>5. Options appraisal</b>	An initial optioneering exercise took place in 2017 to consider options for either updating or replacing the existing wayfinding network in the City. This led to the recommendation to introduce Legible London. The system is consistent across London which leaves little scope for further changes, although a bespoke mapping system was developed for the complex Barbican highwalk network.
<b>6. Procurement route</b>	Sign removal was undertaken by the City's highway term contractor. Sign placement and directional content was completed in-house by City Transportation  Artwork was prepared by TfL's framework contractor T-Kartor and manufacture and installation was undertaken by TfL's framework contractor, Trueform.
<b>7. Skills base</b>	The City did consider procuring an external wayfinding consultant to undertake the sign placement plan and draft directional content and artwork. This work was ultimately undertaken in-house skills assessment, enhancing the Corporation's internal officer skills base.
<b>8. Stakeholders</b>	Internal and external stakeholders played a proactive role during the wayfinding options appraisal in 2017 and also participated in the Legible London basemap review at specially convened workshops. Representatives of the Barbican estate were involved in the development of bespoke mapping for the highwalk network.

### Variation Review

<b>9. Assessment of project against key milestones</b>	The installation of the new signage took longer than originally programmed due to frequent delays by Trueform, TfL's framework contractor. Further delays were attributable to the COVID-19 but these were not significant as the contractor was largely able to work as normal during the pandemic. The delays did not increase project costs as the framework contract rates were fixed.
<b>10. Assessment of project against Scope</b>	The project scope outlined in the gateway 5 report was delivered, with the exception of the auction of old City signage to raise funds for the Lord Mayor's Charity.
<b>11. Risks and issues</b>	None of the risks identified in the risk assessment were realised and this was the principal reason why the project was delivered within budget. The risk of poor performance of the TfL framework contractor was not identified at Gateway 5. As installation delays intensified, the matter was raised at a senior level within TfL and the framework contractor and this resulted in more contractor resources being assigned to the installation programme.

<b>12. Transition to BAU</b>	A commuted sum of £97,593 has been transferred to City highways who have assumed responsibility for the maintenance and repair of existing signage. Under the terms of the Delivery Agreement between the City Corporation and TfL, £277,095 has been deposited with TfL and can be used to fund periodic mapping updates to ensure that the information on the signage is up to date. The call on this funding should be infrequent as new developments are required to fund new signs or signage updates via section 106 or section 278 agreements. New, additional signs that are not able to be delivered by new developments could be delivered via other City Corporation projects or initiatives.
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### Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): N/A Estimated cost (excluding risk): £2,625,000
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£625,305	£519,860
	<i>Staff Costs</i>	£518,443	£389,977
	<i>Works</i>	£1,027,319	£886,828
	<i>Costed risk</i>	£227,375	£0
	<i>Maintenance</i>	£97,593	£97,593
	<i>Total</i>	£2,496,035	£1,894,258
	The funding came from two sources: OSPR and TfL's LIP. The call on the remaining OSPR balance is released.		
	The principal reasons for the project underspend are: the staff hours expended on the project were less than estimated; the bespoke signage for the Barbican highwalks cost less than budgeted for; and fewer shallow totem foundations were required, with shallow foundations costing significantly more than standard ones.		
Please confirm whether or not the Final Account for this project has been verified. * NO			
14. Investment	N/A		
15. Assessment of project against SMART objectives	The project pre-dates the SMART objectives assessment process. However, the following success criteria outlined at gateway 5 were met:  1. The introduction of a multiple award-winning wayfinding system across the Square Mile.		

	<ol style="list-style-type: none"> <li>2. Delivery of Corporate Plan and Cultural Strategy outcomes by ensuring the City is physically well-connected, people are safe and feel safe and enjoy good health and wellbeing; something that walking is known to improve.</li> <li>3. Better-connections with surrounding boroughs due to a well-designed, user-friendly maps that provide a consistent message.</li> <li>4. An improved visitor experience, helping people to navigate between key City destinations such as Culture Mile and new Crossrail stations.</li> </ol>
<b>16.Key benefits realised</b>	<ul style="list-style-type: none"> <li>• Legible London will better connect the City with the rest of London as all surrounding boroughs now use the system and visitors do not recognise administrative boundaries;</li> <li>• Legible London encourages people to walk as maps inform users what can be reached within a five and a 15 minute walk – helping to reduce the dominance of motor traffic and improve air quality;</li> <li>• Legible London will improve the visitor experience to the City as it has an authority and a simplicity that is easy to trust and requires little effort to use.</li> </ul>

### **Lessons Learned and Recommendations**

<b>17.Positive reflections</b>	<p>The project has received positive feedback from various City stakeholders including the Barbican estate where a range of different signage designs were replaced by one consistent system.</p> <p>The introduction of Legible London means the City now has the same wayfinding system as its neighbours, facilitating a common Londonwide wayfinding system that will help visitors and encourage walking.</p> <p>Funds deposited with TfL and contributions from developers will ensure that the signage remains up to date.</p>
<b>18.Improvement reflections</b>	<p>The service provided by TfL's framework contractor – a sole supplier – needs improvement but this is largely beyond the control of the City as the contract is managed by TfL. For future projects where we use third party frameworks we would need to investigate governance or management arrangements with the contract manager to ensure issues were appropriately escalated and addressed.</p>
<b>19.Sharing best practice</b>	<p>A handover note has been circulated to colleagues in highways and transport planning detailing the processes</p>

	involved in the production of artwork, artwork updates, repairs and the installation of signage.
<b>20.AOB</b>	None.

### **Appendices**

<b>Appendix 1</b>	Project coversheet
<b>Appendix 2</b>	Photos – before and after

### **Contact**

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