

Committees: Streets and Walkways Sub <i>[for decision]</i> Operational Property & Projects Sub <i>[for decision]</i>	Dates: 5 July 2022 20 July 2022
Subject: Bernard Morgan House public realm Unique Project Identifier: 12056	Gateway 6: Outcome Report Regular
Report of: Director of the Environment Report Author: Andrea Moravicova	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Deliver public realm enhancements in the area surrounding the new development at Bernard Morgan House. RAG Status: Green (same at last gateway) Risk Status: Low (same at last gateway) Costed Risk Provision Utilised: N/A Final Outturn Cost: £524,649
2. Next steps and requested decisions	Requested Decisions: <ul style="list-style-type: none"> • Approve the content of this report and agree to close this project. • Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4. • Authorise to use a portion of unspent funds (£15,000) for improvements to the north footway in Fann Street between Viscount Street and Golden Lane. • Authorise the return of any underspend to the owner or their successor in title following finalisation of the account.
3. Key conclusions	This project was delivered in four phases through the City's term contractor as standard practice for Section 278 agreements.

	<p>The project delivered on its main objectives to:</p> <ol style="list-style-type: none"> 1. Undertake works in a timely manner in line with Environmental Guidelines to ensure minimal disruption to the local street network, local business and construction activity. 2. Support walking and cycling in the area surrounding the development by improving pedestrian crossings and provide an improved environment for cyclists using the cycle hire docking station. 3. Provide a more inclusive, inviting environment that improves pedestrian access, particularly where footways are narrow. <p>The project was delivered to budget, although its programme was affected by delays in the developer's schedule, which restricted access to site.</p> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • Close monitoring of expenditure ensured the project was delivered within the approved budget. • Defining clear project goals and setting out all tasks and activities to achieve these ensured the project scope was delivered to the agreed project objectives. • Aligning noisy working hours with noisy working approved for the nearby construction helped minimise disturbance to the nearby residents.
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Main Report

Design & Delivery Review

4. Design into delivery	The detailed design was developed inhouse, considering the constraints and needs of the area, which helped with a smooth implementation.
5. Options appraisal	<p>The chosen options met the project's objectives. The delays to implementation were caused by several external factors, including the temporary halt in development construction works due to the Covid-19 emergency in Spring 2020.</p> <p>Two design options were produced and presented to committees at Gateway 3, following public consultation and negotiations with the owner.</p> <p>The chosen option followed the scope outlined in the Section 106 agreement, improving pedestrian highway in the immediate vicinity of the development, including:</p>

	<ul style="list-style-type: none"> • Repaving of footways around the site in York stone and granite kerbs, replacement of tree grilles and minor realignments of kerb lines where necessary. • Decluttering of the footways through consolidation of traffic signs and lighting, with these attached to the new building where possible. • Constructing new vehicle crossovers in Viscount and Brackley Streets. • Realigning cycle hire docking station on Golden Lane. • Improving of the zebra crossing on Golden Lane. • Reducing number of parking bays along the north kerb of Brackley Street from four to three to accommodate access to the new development.
6. Procurement route	<ul style="list-style-type: none"> • The detailed design and the construction package were prepared by the Environment Department and work on site was delivered by the City's term contractor and nominated sub-contractor and statutory undertakes under the supervision of the Environment Department. This arrangement ensured consistency of approach and quality during the construction phases. • Specialist services, such as conservation of historic stone marker located in Fann Street, were procured with the assistance of the City of London Procurement team.
7. Skills base	<ul style="list-style-type: none"> • The project team has the skills, knowledge and experience to manage delivery of this and similar future projects. • Required surveys and specialist work on conservation of a historic were commissioned.
8. Stakeholders	<ul style="list-style-type: none"> • The project was delivered in close liaison with the owner to ensure the proposals meet their needs. • Comments from the public consultation were considered during the development and delivery of the project, however, some suggestions, including improvements to Fortune Street Park, were outside the Section 278 project scope defined in the Section 106 agreement. • Regular updates were provided to all interested parties throughout the project, with a small number of complaints received during the construction process which were promptly resolved.

Variation Review

9. Assessment of project against key milestones	<p>Gateway 5 report was approved in December 2020 and construction started in May 2021 as programmed.</p> <p>The works were completed in December 2021, two months later than originally planned to accommodate additional works in the</p>
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	area, namely the City's introduction of raised entry treatments in Brackley and Fann Streets at their junction with Golden Lane, as agreed with the owner.
10. Assessment of project against Scope	<p>The scope of the project remained unchanged and included the following works, which reflected the scope definition in the Section 106 agreement for the development:</p> <ul style="list-style-type: none"> • Repaving of footways around the development in York stone and granite kerbs, replacement of tree grilles and minor realignments of kerb lines where necessary. • Decluttering of the footways through consolidation of traffic signs and lighting, with these attached to the new building where possible. • Construction of new vehicle crossovers. • Realignment of cycle hire docking station on Golden Lane to improve accessibility. • Realignment and repaving of the zebra crossing on Golden Lane. • Reducing number of parking bays along the north kerb of Brackley Street from four to three bays to accommodate waste collection access to the new development. <p>Following a request from local residents, the City Operations team upgraded the north footway in Fann Street between Viscount Street and Golden Lane. The owner agreed that £15,000 from underspend can be used towards funding these works.</p>
11. Risks and issues	<p>Several factors affected the overall programme of this project:</p> <ul style="list-style-type: none"> • The global pandemic delayed the owner's programme by approximately nine months moving the start of implementation of the public realm works from September 2020 to May 2021. • Presence of underground structure in Brackley Street, which seemed to have been connected to the former Bernard Morgan House structure, needed to be partially demolished, before continuing with construction adding approximately two weeks to the overall schedule. • Additional works to improve pedestrian access in the area, funded separately to this S278 project, needed to be incorporated into the original designs just prior to implementation, extending the original schedule by approximately three weeks.

Value Review

12. Budget	<table> <tr> <td><i>Estimated Outturn Cost (G2)</i></td><td>Estimated cost £250,000 - £800,000</td></tr> </table>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost £250,000 - £800,000
<i>Estimated Outturn Cost (G2)</i>	Estimated cost £250,000 - £800,000		

		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£36,930	£22,317
	<i>Staff Costs</i>	£206,269	£191,825
	<i>Works (including utilities)</i>	£370,766	£277,637
	<i>Maintenance</i>	£32,870	£32,870
	<i>Total</i>	£646,835	£524,649
	<p>The final account for this project has been verified.</p> <p>It is recommended that a portion of the underspend is used to fund the improvements to the north footway in Fann Street between Viscount Street and Golden Lane, and the remainder of the unspent funds is returned to the owner.</p>		
13. Assessment of project against SMART objectives	<p>This project delivered against its main objectives to:</p> <ul style="list-style-type: none"> • provide a high-quality public realm, sympathetic to the character of the area, using standard palette of materials to ensure ease of maintenance • create a more inclusive, inviting environment that improves pedestrian access through consolidation of street furniture around the development, realignment of the zebra crossing on Golden Lane and repaving the footways around the development. • Improve access to the cycle docking station on Golden Lane to support cycling. 		
14. Key benefits realised	<p>Improvements to the footway surfaces around the development and realignment of the zebra crossing on Golden Lane facilitate better pedestrian movement through the area.</p>		

Lessons Learned and Recommendations

15. Positive reflections	<ul style="list-style-type: none"> • Ongoing coordination with the owner's representative ensured clear communication channels were maintained and any changes or updates were efficiently conveyed. • Establishment of regular communication through project specific and existing Barbican and Golden Lane Estates' channels helped disseminate information about the project to stakeholders. • Close liaison with the City Surveyor's and Community and Children Services teams allowed co-ordination of the project's noisy working with the timings agreed for nearby development / construction works.
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16.Improvement reflections	<ul style="list-style-type: none"> Improved access to information and works' programmes for the area would enable more efficient integration of designs, preparation of necessary legal agreements and implementation schedules. (Knowing about other plans in the area would help in the preparation of the design and scheduling of the works.) Identification of more secluded location for welfare and toolbox units would reduce the number of noise complaints associated with the project.
17. Sharing best practice	Information will be disseminated through team and project staff briefings.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Before and after images
Appendix 3	Site plan
Appendix 4	Finance tables

Contact

Report Author	Andrea Moravicova
Email Address	Andrea.moravicova@cityoflondon.gov.uk
Telephone Number	020 7332 3925

Project Coversheet

[1] Ownership & Status

UPI: 12056

Core Project Name: Bernard Morgan House public realm

Programme Affiliation (if applicable): N/A

Project Manager: Andrea Moravicova

Definition of need: Delivery of high-quality public realm works in the area surrounding the new development at Bernard Morgan House.

Key measures of success:

1. Improve the environment surrounding the new development to integrate it into the surrounding environment.
2. Deliver a higher quality and more attractive space that reflects the palette of materials identified in the Supplementary Planning Document
3. Improved zebra crossing which is Highways compliant

Expected timeframe for the project delivery: May 2021 – October 2021

Key Milestones:

1. Site surveys and completed construction package Mar-Oct 2020
2. Signed S278 agreement to release project funds – January 2021
3. Finalised construction packaged – January 2021
4. Start works on site – May 2021

Are we on track for completing the project against the expected timeframe for project delivery? The overall programme was affected by delays in the developer's schedule, which restricted access to the site. The necessary surveys to continue with the detailed design were undertaken once the site became available in October 2020. This resulted in a delay of 28 months compared to the estimate at Gateway 2.

The programme was adjusted, in agreement with the developer, to accommodate the construction of raised entry treatments in Fann Street and Brackley Street at their junction with Golden Lane, which resulted in works being completed in December 2021, two months later than estimated at Gateway 5.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

The project was initiated in association with the development at former Bernard Morgan House.

G1 & G2 report (as approved by PSC 20/02/2019):

- Total Estimated Cost (excluding risk): £250,000-800,000
- Resources to reach next Gateway (excluding risk): £35,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: March 2019-August 2019

G3-4 report (as approved by PSC 25/02/2020):

- Total Estimated Cost (excluding risk): £725,505
- Resources to reach next Gateway (excluding risk): £85,361
- Spend to date: £14,144
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: September – December 2020

‘Authority to start Work’ G5 report (as approved on 17/12/2020):

- Total Estimated Cost (excluding risk): £ 646,835
- Resources to reach next Gateway (excluding risk): £ 526,474
- Spend to date: £ 120,361
- Costed Risk Against the Project: None
- Estimated Programme Dates:
 - Practical completion of the development – October 2020
 - Traffic Management Orders: February 2021
 - Construction works: May 2021 – October 2021
 - Submission of outcome report: October 2021

Total anticipated on-going commitment post-delivery [£]: Commuted Sum (£32,870)

Programme Affiliation [£]: N/A

Appendix 2



Before: Golden Lane looking north-west



After: Golden Lane looking north-west. The footway was repaved in Yorkstone and the cycle hire docking station realigned.



Before: Golden Lane looking south-west



After: Golden Lane looking south-west. The zebra crossing was realigned and repaved.



Before: Fann Street looking west from Golden Lane



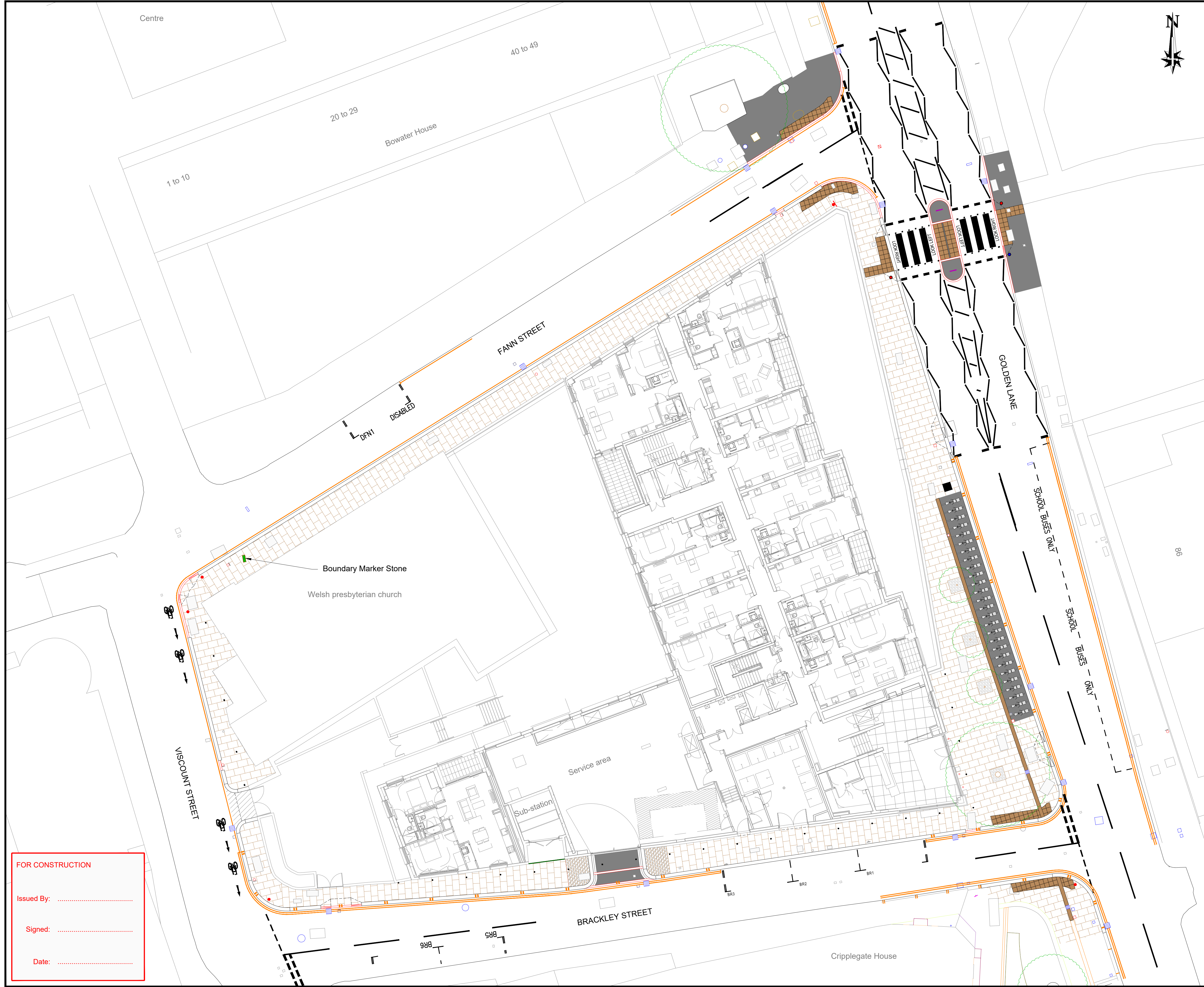
After: Fann Street; the footway adjacent to the development and the church was paved in Yorkstone.



Before: Brackley Street looking east.



After: Brackley Street looking east. The north footway was repaved in Yorkstone



- Notes:
1. No information to be scaled from this drawing.
 2. Works shall comply with the current City of London Specification for Highway works.
 3. All road markings refer to the "Traffic Signs Regulations and General Directions 2016". Refer to drawing number 1200/16100403/RM
 4. This drawing is to be read in conjunction with all relevant drawings
 5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

KEY	
	Proposed sign / sign & post
	300 x 200 fine picked silver grey granite kerb
	150 x 300 fine picked silver grey granite kerb
	50 x 225 Scoutmoor Yorkstone edging
	Proposed 63mm thick (600mm x varied) Scoutmoor Yorkstone paving
	Proposed 40mm thick mastic surfacing (Carriageway specification)
	Proposed 25mm thick mastic surfacing (Footway specification)
	Proposed 150mm thick (150 x 300mm) 2 Colour Mix Granite Setts with Mid-Grey boarder
	Proposed HRA Carriageway surfacing
	Proposed Flexi Pave (Installed by Open Spaces)
	Proposed 63mm thick (400mm x 400mm) Scoutmoor Tactile Paving
	Proposed 63mm thick (300mm x 600mm) Scoutmoor Yorkstone paving channel
	Proposed 450 x 450mm cycle friendly gully
	Proposed City of London C3 Bollard (Static)
	Proposed City of London Lamp Column
	Proposed Belisha Beacon with Halo Feature
	Proposed 'Keep Left' Hoop Bollard

Rev No.	Date	Description	By
D	05.10.21	Re-introduction of the Brackley Street entry treatment works	SR
C	28.07.21	Removal of the Brackley Street entry treatment works	SR
B	06.07.21	Various revisions as a result of additional entry treatment & raised table works	SR
A	10.05.21	Various revisions as a result of discussions with Project Manager	SR
Revision			

TITLE:

Bernard Morgan House S278

TITLE:

General Arrangement

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIRONMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030

Sheet: SHEET 1 of 1

Date: Oct 2021

Designed by: SR

Checked by: BM

Scale & Drawing Size: N.T.S.@A1

Revised: D

Revision: 100/16100410/GA

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FOR CONSTRUCTION

Issued By:

Signed:

Date:

Appendix 4

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Bernard Morgan House S278 - 16800410			
Env Servs Staff Cost	2,570	2,568	2
P&T Staff Costs	18,000	18,000	-
P&T Fees	385	385	-
Total - 16800410	20,955	20,953	2
Bernard Morgan House S278 - 16100410			
Env Servs Staff Costs	78,833	80,855	(2,022)
Legal Staff Costs	2,500	722	1,778
Open Spaces Staff Costs	866	-	866
P&T Staff Costs	103,000	89,679	13,321
Legal Fees	2,500	-	2,500
P&T Fees	27,045	16,200	10,845
Surveys	6,500	5,733	768
Env Servs Works	278,533	255,437	23,096
Open Spaces Works	2,233	-	2,233
Utilities	90,000	22,200	67,800
Total - 16100410	592,010	470,826	121,184
TOTAL	612,965	491,779	121,186

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
Bernard Morgan House S278 - 16800410			
Env Servs Staff Cost	2,570	-	2,570
P&T Staff Costs	18,000	-	18,000
P&T Fees	385	-	385
Total - 16800410	20,955	-	20,955
Bernard Morgan House S278 - 16100410			
Env Servs Staff Costs	78,833	2,023	80,856
Legal Staff Costs	2,500	-	2,500
Open Spaces Staff Costs	866	-	866
P&T Staff Costs	103,000	(2,023)	100,977
Legal Fees	2,500	-	2,500
P&T Fees	27,045	-	27,045
Surveys	6,500	-	6,500
Env Servs Works	278,533	-	278,533
Open Spaces Works	2,233	-	2,233
Utilities	90,000	-	90,000
Total - 16100410	592,010	-	592,010
TOTAL	612,965	-	612,965