

Committees: Streets and Walkways Sub-Committee <i>[for decision]</i> <i>Projects and Procurement Sub-Committee [for information]</i>	Dates: 09 July 2024 15 July 2024
Subject: 21 Moorfields and Fore Street Avenue S278 Moor Lane Environmental Enhancements (Area A - S278) Unique Project Identifier: 12252 9441	Gateway 6: Outcome Report Regular
Report of: Interim Director of Environment Report Author: Andrea Moravicova	For Decision
PUBLIC	

Summary

1. Status update	21 Moorfields and Fore Street Avenue Section 278 project and Area A – Section 278 part of the Moor Lane Environmental Enhancement project are associated with the 21 Moorfields development. The related works, fully funded by the developer through Section 278 agreement, have now been implemented.	
	21 Moorfields and Fore Street Avenue Section 278 project Project Description: Enhancements to pedestrian environment without compromising the required security in Moorfields and Fore Street Avenue. RAG Status: Green (Amber at the last report to Committee) Risk Status: Low (Medium at last report to committee) Costed Risk Provision Utilised: None Final Outturn Cost: £596,964	Moor Lane Environmental Enhancement (Area A – S278) Project Description: Public realm enhancements in Moor Lane to provide greening and improve the walking environment. The scope, as approved in December 2020, includes S278 works delivering security for the 21 Moorfields development on Moor Lane (referred to as Area A and subject of this report). RAG Status: Green (Green at the last report to Committee) Risk Status: Low (Medium at last report to committee) Costed Risk Provision Utilised: None Final Outturn Cost: 1,264,860

<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note the contents of this report. 2. Approve the budget adjustment related to staff costs to be actioned as outlined in the Appendix 2. 3. Authorise transfer of £80,500 (including staff costs for a supervision of works) from the Moor Lane S278 budget, to cover the planned resurfacing of Moor Lane, to the Moor Lane S106 project budget. 4. Agree to close the 21 Moorfields and Fore Street Avenue Section 278 project. 5. Agree to close the Area A – Section 278 part of the Moor Lane Environmental Enhancement project. 6. Authorise return of unused funds to the developer, including any accrued interest as per the Section 278 agreement once the final accounts for these projects are completed.
<p>3. Key conclusions</p>	<p>The projects were delivered within their respective budgets, at Gateway 5, and in line with their main objectives.</p> <p>The programme was adjusted to coincide with the development's timelines. This delayed the start of the implementation by nine months. Further delays were caused by several risks that materialised and these are described in Section 11 below.</p> <p>Minor adjustments to works' phasing were required throughout the construction to accommodate fit out and related works as well as other activities in the vicinity.</p> <p>Works to Moorfields and Fore Street Avenue were substantially completed in September 2023, and to Moor Lane in February 2024.</p> <p>Key learning and recommendations for future projects (with more detail in sections 15 and 16):</p> <ul style="list-style-type: none"> • Closer involvement of the City Operations Division in early planning stages may have highlighted potential issues that impacted highway / public realm construction. • Ongoing dialogue between the Planning & Development and City Operations divisions regarding the scope of Section 278 works may have aided negotiations with the developer. • Integrating the design for the Section 278 works scope into the public consultation materials for the wider Moor Lane enhancement scheme would have assisted with aligning the stakeholders' expectations to the site constraints and opportunities from the start of the project.

Main Report

Design & Delivery Review

4. Design into delivery	<p>The design was developed in-house in liaison with the developer. This allowed the project team to ensure that any carriageway and footway changes made as a result to the new development tie in with the surrounding Moorgate Crossrail and Moor Lane S106 enhancement works.</p> <p>Works were undertaken in phases to minimise disruption to the activities of the new development and neighbouring premises.</p> <p>A slight adjustment to the footway and carriageway design in Moorfields was made to account for a new utility chamber installed for the new development.</p>
5. Options appraisal	<p>The chosen options met the projects' objectives to enhance pedestrian environment addressing projected increase in demand on public realm and provide security for the development.</p> <p>The reconstructed footways in Moorfields contribute to a more unified and permeable space for people walking and wheeling outside the Moorgate Crossrail station.</p> <p>The design of the east footway on Moor Lane considered the aspirations to improve environment for people walking and wheeling and create a greener street, without compromising the needs of the development.</p> <p>The materials used adhere to the City's standards, with the works delivering the scope of the project.</p>
6. Procurement route	<ul style="list-style-type: none">• The construction package was prepared in-house by the Highway Engineer and work on site undertaken by the City's term contractor.• Security measures were delivered and implemented by a specialist contractor.• A consultant was appointed to design the concrete cladding for planters installed on Moor Lane, who also managed their manufacture and install by a specialist contractor.• Planting was design and fulfilled by the City Gardens team.
7. Skills base	<ul style="list-style-type: none">• The project team has the skills, knowledge and experience to design and manage delivery of this and similar future projects.• Specialist contractors were used to manufacture and install specific elements of the scheme, including planters on Moor Lane.• Specialist advice on structures and loading was also sought externally.

8. Stakeholders	<ul style="list-style-type: none"> • The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs as far as possible. • Following stakeholder engagement, four planters and two street trees were incorporated within the design in Moor Lane, to soften the hard landscaping around the new development.
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Variation Review

9. Assessment of project against key milestones	<ul style="list-style-type: none"> • The implementation in Fore Street Avenue and Moorfields started approximately six months later than expected at Gateway 5 to align with the developers' schedule. • Works in Fore Street Avenue started in March 2023, and in Moorfields from May 2023. • Moor Lane implementation commenced in October 2023 as opposed to October 2022, and works were substantially completed at the end of February 2024. The start of work was affected by delayed site release from the developer. Snagging, planting and minor surfacing works were completed in June 2024. This aligns with the expected duration reported on at Gateway 5 (October 2022. - June/July 2024).
10. Assessment of project against Scope	<p>The projects' scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> • The surfaces were upgraded to the City's standard palette ensuring consistency and a high-quality streetscape that provides a more pleasant environment for walking and wheeling. • Greening elements were introduced in Moor Lane. • The planters design aimed to be sympathetic to the Barbican architecture. • The requirements of the new development at 21 Moorfields were accommodated within the design.
11. Risks and issues	<p>Several risks have materialised, including:</p> <ul style="list-style-type: none"> • Delays to public realm works starting on site due to changes in the development's programme. The implementation programme was adjusted according to the new development's schedule. • Unforeseen technical / engineering issue related to a newly installed utility chamber was identified whilst working in Moorfields. This required a slight adjustment to the footway and carriageway design at the northern section of the project's boundary. To minimise delays, officers agreed with the developer to progress other phases of works, while the design was adjusted. • Increase in utility diversion costs. This was a direct result of the changes to the development's schedule and the increased costs were fully covered by the developer.

	<ul style="list-style-type: none"> Delays in supply. Adverse weather conditions in Winter 2023/24 impacted manufacture and delivery of concrete panels for planters installed in Moor Lane. The freezing temperatures in January delayed the pour of concrete into the custom-made moulds for the panels. To ensure the panels quality and to prevent cracking, the temperatures need to be above 5 degree C. This subsequently impacted the planting works, which were completed in April rather than in February.
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Value Review

12. Budget	<p>21 Moorfields and Fore Street Avenue Section 278 project</p> <ul style="list-style-type: none"> Estimated Outturn Cost at G2: £900,000 - £1,000,000 <table border="1"> <thead> <tr> <th>Item</th> <th>At G5 Authority to Start work (£)</th> <th>Final Outturn Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>32,313</td> <td>21,699</td> </tr> <tr> <td>Staff Costs</td> <td>102,561</td> <td>110,823</td> </tr> <tr> <td>Works</td> <td>454,666</td> <td>426,422</td> </tr> <tr> <td>Costed Risk Provision</td> <td>52,000</td> <td>0</td> </tr> <tr> <td>Maintenance</td> <td>38,020</td> <td>38,020</td> </tr> <tr> <td>Total</td> <td>679,560</td> <td>596,964</td> </tr> </tbody> </table> <p>The final accounts for this project are yet to be verified. An existing fees commitment related to Traffic Regulation Order, accounted for in the overall project outturn costs, is yet to be receipted.</p> <p>Project accounts will be closed once all final invoices are received, in line with the Chamberlain project's account processes. Any underspend, together with all accrued interest, will be refunded to the developer as per provision in the Section 278 agreement.</p> <p>Moor Lane Environmental Enhancement Area (A – S278)</p> <ul style="list-style-type: none"> Estimated Outturn Cost at G2: £900,000 - £1,000,000 <table border="1"> <thead> <tr> <th>Item</th> <th>G5 At Authority to Start work (£)</th> <th>Final Outturn Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>27,800</td> <td>27,446</td> </tr> <tr> <td>Staff Costs</td> <td>129,231</td> <td>139,430</td> </tr> <tr> <td>Works (hard & soft landscaping, security measures)</td> <td>845,640</td> <td>860,734</td> </tr> <tr> <td>Utilities</td> <td>387,355</td> <td>160,553</td> </tr> <tr> <td>Maintenance</td> <td>76,697</td> <td>76,697</td> </tr> <tr> <td>Total</td> <td>1,466,723</td> <td>1,264,860</td> </tr> </tbody> </table> <p>The project is substantially completed with resurfacing of Moor Lane between Silk Street and Fore Street deferred, as per an agreement with the developer, until works to the west footway are implemented.</p> <p>A total of £80,500 (including staff costs for a supervision of works) will be required for resurfacing works and their supervision, which has been</p>	Item	At G5 Authority to Start work (£)	Final Outturn Cost (£)	Fees	32,313	21,699	Staff Costs	102,561	110,823	Works	454,666	426,422	Costed Risk Provision	52,000	0	Maintenance	38,020	38,020	Total	679,560	596,964	Item	G5 At Authority to Start work (£)	Final Outturn Cost (£)	Fees	27,800	27,446	Staff Costs	129,231	139,430	Works (hard & soft landscaping, security measures)	845,640	860,734	Utilities	387,355	160,553	Maintenance	76,697	76,697	Total	1,466,723	1,264,860
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	<p>included in the final outturn cost in the table above. It is requested that this sum is transferred to the Moor Lane S106 project budget.</p> <p>Project accounts are yet to be verified and will be closed once all final invoices are received, in line with the Chamberlain project's account processes. Any underspend, together with all accrued interest, will be refunded to the developer as per provision in the Section 278 agreement.</p>
13. Assessment of project against SMART objectives	<p>Both projects delivered against their objectives to prioritise people walking and wheeling by delivering high quality pedestrian environment, whilst accommodating the security and servicing requirements of the development at 21 Moorfields.</p> <p>The project also increased greening by introducing two street trees and four multi-stem trees and low-level bedding plants in planters interspersed with the bollards.</p>
14. Key benefits realised	<p>Key benefits outlined in the Gateway 2 reports were realised, with the schemes meeting the needs of the new development and providing enhanced public realm around the Moorgate Crossrail station.</p> <p>The projects designs sought to balance a variety of requirements, provide a series of positive benefits and minimise impacts of necessary changes to ensure these meet the objectives set in the Transport Strategy.</p>

Lessons Learned and Recommendations

15. Positive reflections	<ul style="list-style-type: none"> • Good working relationship and open communication with the developer contributed to: <ul style="list-style-type: none"> ○ their active participation in the design process and assistance with obtaining third party agreements. ○ successful negotiation of changes to the design outlined in the S106 agreement, particularly interspersing the line of bollards with planters in Moor Lane. • Release of facades in Moorfields and Moor Lane earlier than expected helped keep the proposed duration of the works unchanged. • The developer procured some of the items for 21 Moorfields and Fore Street Avenue project directly, whilst details of Section 278 agreement were finalised. This helped with keeping the Section 278 start date in line with their desired programme.
16. Improvement reflections	<ul style="list-style-type: none"> • Potential issues with access provision to the highwalk from Moor Lane could have been identified in early stages through early liaison between the Planning and City Operations divisions, and addressed as a part of a building design process. • Assumptions made at early stages of the approved development, without liaising with the Operations division, led to lengthy negotiation process to agree details of the Section 278 agreement.

	<p>This required variation to Section 106 agreement and inclusion of additional provisions to the Section 278 agreement.</p> <ul style="list-style-type: none"> • Direct management / liaison with a specialist contractor would help foster working relationships and provide the project team with a better overview of the manufacture and delivery of specialist elements. • Undertaking the necessary surveys and utility searches in Moorfields and Fore Street Avenue by the project team, rather than using information provided by the developer, may have saved some time and costs. It would have also aided with producing more robust cost estimates. The surveys provided by the developer proved to be inaccurate and some re-work was required during the detailed design prior to Gateway 5 approval, with minor adjustments needed during implementation. • New connections to the development to be undertaken in advance to avoid changes to phasing plan and resourcing schedule and potential cost increase due to contractor standing down. • Integrating the design for the Section 278 works scope into the public consultation materials for the wider Moor Lane enhancement scheme would have assisted with aligning the stakeholders' expectations to the site constraints and opportunities from the start of the project.
17. Sharing best practice	<p>Information will be disseminated through team and project staff Briefings.</p> <p>A lessons' learnt workshop will be held with the relevant planning teams to discuss the issues experienced, particularly on Moor Lane Section 278 project.</p>

Appendices

Appendix 1	21 Moorfields and Fore Street Avenue S278 project coversheet
Appendix 2	Moor Lane Environmental Enhancement project coversheet
Appendix 3	Photos before and after

Contact

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