

Committees: Streets and Walkways Committee - for decision Projects and Procurement Sub Committee - for information	Dates: 4 February 2025 4 February 2025
Subject: One Crown Place - Section 278 highway works Unique Project Identifier: 11902	Gateway 6: Outcome Report Light
Report of: Executive Director Environment Report Author: Isaac Taylor – Transport Planner Trainee, Policy and Projects, City Operations	For Decision
PUBLIC	

Summary

1. Status update	Project Description: One Crown Place Section 278 Highway Improvements are located on the north side of Sun Street and includes the following works: <ul style="list-style-type: none"> • Increased pavement width from 1.5 metres to 5 metres with new granite kerbs • Line markings • Carriageway reinstatement • Planting of four Ginkgo trees • Installation of new lighting columns • Re-installation of a TfL Docking Station • Installation of five new Sheffield cycle stands RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: N/A Final Outturn Cost: £278,792
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<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <p>Members of Streets & Walkways Sub Committee are asked to:</p> <ul style="list-style-type: none"> • Approve the content of this Outcome Report and agree for the Project to be closed • Any funds remaining unspent from the Section 278 Works Payment (along with any accrued interest) to be returned to the developer
<p>3. Key conclusions</p>	<p>The project has been successfully completed within budget, with delays against the original programme. This was due to delayed development and the impact of the global Covid-19 pandemic. Works were paused due to national restrictions, further works were postponed due to access, the developer did not release footway at agreed times.</p> <p>Key learning and recommendations for future projects are:</p> <ul style="list-style-type: none"> • close co-ordination and engagement between stakeholders and project teams is essential to enable smooth project delivery.

Main Report

Design & Delivery Review

4. Design into delivery	<p>This was a relatively simple S278 scheme, the proposed design widened the pavements on Sun Street and installed some new cycle parking and four new trees. Standard materials were used, ensuring a simple handover into delivery by the contractor. There were no notable issues regarding the design.</p> <p>Sun Street is a boundary street between the City and the London Borough of Hackney. The works were within the London Borough of Hackney's boundary, and through a Boundary Agreement the responsibility for the ongoing maintenance is undertaken by the City of London Corporation for the entire length of Sun Street.</p>
5. Options appraisal	<p>There was only one design option progressed, and this was delivered within budget.</p>
6. Procurement route	<p>Detailed designs were prepared by the City's highway team. The City's term contractor was used to successfully deliver the on-street works.</p>
7. Skills base	<p>The project team had the required resources, skills, knowledge, and experience to deliver the project.</p>
8. Stakeholders	<p>The project team engaged and consulted with the London Borough of Hackney, Transport for London (TfL) and the Crown Place development team during the design and construction stages. This enabled the project to be delivered to the needs of the developer and minimised risk for all stakeholders involved.</p>

Variation Review

9. Assessment of project against key milestones	<p>A key milestone identified at Gateway 5 in December 2019 was for the expected highway works to be completed by December 2020. However, due to slippage in the developer's programme, fit-out timescales required extensions on several occasions. This ultimately paused City works until there was confidence between both parties that no further delays would occur. The stand down of works ensured that no additional costs would be incurred at the expense of the developer due to ineffective use of worker's time. this also prevented damage to the reinstated highway by the operation of heavy machinery on the footway during the fit-out stage. The developer delays were then further exacerbated by the Covid-19 restrictions.</p> <p>City works resumed back onsite in September 2021 but had to accommodate the final stages of the developer's fitout. The solution was to split the site into workable segments whilst retaining access for the fitout needs. The essential highway works</p>
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	<p>Were completed before the development's occupation date with only minor carriageway repair works remaining. These were disrupted by the construction logistics of 1-2 Finsbury Avenue development site on Sun Street that effected our contractor's ability to undertake the work without adding a disproportionate cost.</p> <p>The remaining minor carriageway repair works were complete in July 2024 which completed the Section 278 works for One Crown Place.</p>
10. Assessment of project against Scope	<p>The project scope was to deliver highway improvements on the northern side of Sun Street (from Wilson Street to Crown Place). The project delivered highway enhancements which provide benefits for people walking, wheeling and cycling with minimal impact on motor vehicles.</p> <p>The project delivered wider pavements, increased on-street cycle parking numbers, retained the existing number of Santander cycles, increased the number of street trees and introduced restrictions to prohibit waiting, loading, and unloading, which should increase the safety for people cycling, driving and riding on Sun Street from the risks associated with stationary vehicles.</p> <p>The Crown Place development has off-street loading facilities which are accessed from Earl Street.</p>
11. Risks and issues	<p>All identified risks as part of the risk register exercise did not occur. The unidentified risks that occurred during the project lifecycle were:</p> <ul style="list-style-type: none"> • The COVID-19 pandemic which caused unforeseen delays for both the developer and the City of London Corporation able to manage this within the cost. • Transport for London's Santander Cycle Team (TfL) were in the process of procuring a term contractor for installing Santander cycle infrastructure. TfL's programme for awarding the contract could have risked delaying the delivery of the Section 278 works, but due to the working relationship with TfL, the City's term contractor at the time (JB Riney) were able to install the Santander cycle infrastructure with oversight from TfL. This enabled the City to deliver the essential project works to the developer's timescale. • 1-2 Finsbury Avenue construction logistics site effecting the proportionate workability of minor works
12. Transition to BAU	<p>Following completion of the works, the delivered project is now managed under normal maintenance activities. This has been possible as the project team included representatives from all service areas including the London Borough of Hackney.</p>

Value Review

<p>13. Budget</p>	<table border="1" data-bbox="491 342 1369 423"> <tr> <td></td> <td>The project cost was estimated to be in the region of £350,000</td> </tr> </table> <table border="1" data-bbox="491 461 1374 797"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td><i>£12,800</i></td> <td><i>£ 0</i></td> </tr> <tr> <td><i>Staff Costs</i></td> <td><i>£72,018</i></td> <td><i>£75,336</i></td> </tr> <tr> <td><i>Works</i></td> <td><i>£219,653</i></td> <td><i>£ 203,456</i></td> </tr> <tr> <td><i>Commuted Maintenance Sum (City Gardens)</i></td> <td><i>£7,053</i></td> <td><i>£0</i></td> </tr> <tr> <td><i>Total</i></td> <td><i>£311,524</i></td> <td><i>£278,792</i></td> </tr> </tbody> </table> <p><i>After the commuted maintenance sum has been taken, there is approximately £25k to be returned to the developer</i></p> <p>Please confirm whether or not the Final Account for this project has been verified.* No</p>		The project cost was estimated to be in the region of £350,000		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	<i>£12,800</i>	<i>£ 0</i>	<i>Staff Costs</i>	<i>£72,018</i>	<i>£75,336</i>	<i>Works</i>	<i>£219,653</i>	<i>£ 203,456</i>	<i>Commuted Maintenance Sum (City Gardens)</i>	<i>£7,053</i>	<i>£0</i>	<i>Total</i>	<i>£311,524</i>	<i>£278,792</i>
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<p>14. Investment</p>	<p>N/A</p>																				
<p>15. Assessment of project against SMART objectives</p>	<p>The project did deliver against the all the “Success Criteria” which were the following:</p> <ol style="list-style-type: none"> 1. Meeting the needs of the developer 2. Meeting the City’s and the London Borough of Hackney’s requirements: appearance, function and cost (funded by the developer) 3. Implementing a scheme which benefits the public by providing a more pleasant environment for people through widened footways and an enhanced street scape 4. Delivery of the works to a timetable that is set by the occupation date of the tenant. Covid-19 did not impact this criterion as the developer’s programme changed prior to and as a result of Covid-19 restrictions and City works adapted to deliver to the change in occupation date. 																				
<p>16. Key benefits realised</p>	<p>The key benefits have been realised “<i>Providing an enhanced environment for all street users</i>” by increasing footway widths, on-street cycle parking and amount of street trees.</p>																				

Lessons Learned and Recommendations

17. Positive reflections	On reflection the management of communication between all stakeholders involved particularly during the Covid-19 Lockdown enabled all stakeholders to adapt to the needs of each stakeholder to coordinate and ensure the essential works were delivered for occupation.
18. Improvement reflections	On reflection the foresight to understand how the 1-2 Finsbury Avenue development would impact the delivery of minor repair works to the carriageway on Sun Street could have been better coordinated by taking earlier opportunities for coordinating our works with road or lane closures associated with Sun Street. The project was not able to undertake the works due to health & safety concerns, which would have required a disproportionate cost to be incurred compared to the value of the works needed to be undertaken. It was deemed that the appropriate approach was to coordinate the works with a planned road or lane closure on Sun Street to efficiently manage resources and minimise disruption. This delayed the project completion by approximately 2 years.
19. Sharing best practice	The project is a good example of cross-borough coordination with our neighbours the LB of Hackney and the collaborative work with TfL's Santander Cycle Hire Team.
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Before and After Images

Contact

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