



Streets and Walkways Sub (Planning and Transportation) Committee

Date: MONDAY, 10 MARCH 2014

Time: 1.45pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Jeremy Simons (Chairman) Michael Hudson
Marianne Fredericks (Deputy Oliver Lodge
Chairman) Sylvia Moys
Randall Anderson Barbara Newman, Open Spaces and
Dennis Cotgrove City Gardens (Ex-Officio Member)
Alderman Alison Gowman, Police Deputy John Owen-Ward
Committee (Ex-Officio Member) Deputy Michael Welbank, MBE
Brian Harris, Finance Committee
(Ex-Officio Member)

Enquiries: Katie Odling
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Lunch will be served in Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 13 January 2014.

For Decision
(Pages 1 - 6)

4. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT :-**
 - a) Outcome Report - Cheapside Area Strategy Improvements (Pages 7 - 34)
 - b) Eastern City Cluster - Public Art (Year 3 & 4) – Gateway 6 update report (Pages 35 - 66)
 - c) Queen Street Pilot Project Gateway 7 (Outcome Report) (Pages 67 - 82)
 - d) Globe View Walkway Consultation Report (Pages 83 - 96)

5. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.

For Information
(Pages 97 - 98)

6. **PRINCE CONSORT STATUE RESTORATION - HOLBORN CIRCUS HIGHWAY WORKS**
The Sub Committee will view be shown a YouTube video about the Prince Consort Statue Restoration.

For Information

- a) City of London (Various Powers) Act 2013 London Local Authorities and Transport for London (No.2) Act 2013 (To Follow)
Report of the Remembrancer.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

Part 2 - Non-public Agenda

10. **ENVIRONMENTAL ENHANCEMENT PROJECTS CONSOLIDATED OUTCOME REPORT - GATEWAY 7**
Report of the Director of the Built Environment.

For Decision
(Pages 99 - 172)

11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Monday, 13 January 2014

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Guildhall on Monday, 13 January 2014 at 1.45pm

Present

Members:

Jeremy Simons (Chairman)
Marianne Fredericks (Deputy Chairman)
Randall Anderson
Dennis Cotgrove
Brian Harris (Ex-Officio Member)
Michael Hudson
Oliver Lodge
Sylvia Moys
Barbara Newman (Ex-Officio Member)
Deputy John Owen-Ward
Deputy Michael Welbank
Alderman Nick Anstee
Deputy John Tomlinson

In Attendance:

Alderman Nick Anstee
Deputy John Tomlinson
Angela Starling

Officers:

Julie Mayer	- Town Clerk's
Victor Callister	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Patrick Hegarty	- Department of the Built Environment
Norma Collicott	- City of London Police
Alan Rickwood	- City of London Police

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Alderman Alison Gowman

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Randall Anderson and Barbara Newman declared a general interest in respect of item 4(f) as they are both residents of the Barbican Estate.

3. **MINUTES**
RESOLVED – that, the minutes of the meeting held on 18 November 2013 be approved.

Matters arising

Cycling in the City - Officers advised that the Mayor's public consultation was underway. The consultation was due to finish on 14th February and a report would be taken to the Planning and Transportation and Policy and Resources Committees at the end of February.

BT Openreach – Officers advised that they had been in contact with BT and invited them onto the Considerate Contractors scheme.

4. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT :-**

4.1 **Gateway 4 Detailed Options Appraisal – 8-10 Moorgate Area Improvements**

The Sub Committee considered a report of the Director of the Built Environment in respect of the detailed options appraisal for 8 – 10 Moorgate area. The project sought to raise the carriageway to footway level and introduce seating to create new public space in Tokenhouse Yard and Telegraph Street.

In response to questions, officers advised that signage would be considered at Gateway 5 but it would be kept to a minimum. However, enforceable traffic orders would be made very clear to the public.

RESOLVED – that:

1. Option 1, as set out in the report, be adopted; i.e. the pedestrianisation of the eastern part of the street and a timed closure to vehicles for the remainder of the street.
2. The project progress to the next Gateway.

4.2 **Gateway 3 - Outline Options Appraisal -- Beech Street**

The Sub Committee considered a report of the Director of the Built Environment, which sought to enhance the user experience of Beech Street. Members noted that since Beech Street had now been classified as a covered road, more options would be available.

In response to questions, officers advised that the next report (Gateway 4) would consider issues such as access, the central reservation, escalators and lifts. The report would also form part of the consultation on the Barbican Area Strategy and be reported to the next cycle of the Residents' Consultation Committee and the Barbican Residential Committee. Finally, a ward member for Cripplegate, who was in attendance, advised members that a new consultation protocol was being prepared between Barbican residents and the City.

RESOLVED, that:

1. All three options, as set out in the report be progressed to the next Gateway, subject to a full public consultation.
2. An additional £19,000 be allocated to progress the project to the next Gateway, as set out in the table at Appendix 5 to the report.

4.3 Outcome Report - Paul's Walk Western End

The Sub Committee considered a report of the Director of the Built Environment, which sought to close the Paul's Walk Western End project. The Director of the Built Environment and the Chairman commended Clarisse Tavin for her excellent work on this project, which had included extensive negotiations with Network Rail.

However, members were concerned about the behaviour of cyclists in this area and asked if there were any plans for calming measures. The Police representative advised that cyclists were stopped and ticketed, being encouraged to attend awareness raising courses. The Chairman asked if means to reduce cycling on the Riverside Walk be reported to the next meeting.

RESOLVED, that:

1. The project be closed.
2. The additional staff costs of £2,503 be met from the works and fees underspend on the project.

4.4 Gateway 3 - Outline Options Appraisal Bank By-Pass Walking Routes

The Sub Committee considered a report of the Director of the Built Environment in respect of proposed improvements to north-south lanes in the Bank area that act as 'by-pass' walking routes, avoiding the congested Bank junction.

RESOLVED, that:

1. Option 1, as set out in the report, be adopted.
2. The various sub options related to traffic management be further developed through a detailed traffic analysis, ahead of the next Gateway, to ensure that the requirements of each Lane are taken into account.

4.5 Progress Report – Holborn Circus Area Enhancement

The Sub Committee received a progress report of the Director of the Built Environment in respect of the above project. Members noted that the statue of Prince Albert at Holborn Circus was being cleaned and restored and ten places would be available for members to visit the statue, at a foundry in Poplar, on 30th January 2014. Officers would contact members after the meeting and advise of the arrangements. The statue would be unveiled in early May 2014 and members agreed that the Lord Mayor should be invited to unveil it and that invitations should also be extended to the Mayors for London and Camden. Members commended officers for this project and particularly the quality of their regular bulletins.

4.6 **Barbican Seating - Consultation Report**

The Committee considered a progress report of the Director of the Built Environment in respect of the above project. In response to questions about Listed Building compliance, officers agreed to check that replacements would be like-for-like. In respect of possible damage to vents, should seating be removed, members noted that the replacement would be immediate. Finally, members noted that the seating for the upper level of the Ben Jonson Highwalk was in abeyance, pending completion of the waterproofing project.

Members noted that all projects have a 'lessons learnt' phase at the end; as part of the Gateway 7 report.

RESOLVED – that, the seating and planters be removed from St Giles Terrace and Ben Jonson Highwalk and relocated to elsewhere in the City, for use by the City community, and seating similar to that present on site be put back before the delivery of the City's improvement project.

4.7 **Special Events on the Public Highway for 2014**

The Committee considered a joint report of the Director of the Built Environment and the Director of Public relations, outlining the major events planned for 2014.

During the debate and discussion the following items were raised/noted:

- The Children's Parade was always held on a Friday to ensure maximum attendance
- Members were concerned at the large number of events and it was generally agreed that the number should reduce in future years. It was suggested that events finishing early evening in the summer months might start later.
- All sporting events in the City should be non-profit making, with all proceeds to charities.
- Members generally favoured subtle lighting to the bridges, as used during the Olympics. Officers advised that City bye-laws prohibited commercial exploitation of the bridges.

In concluding, the Chairman noted that the same number of events as held last year was being proposed.

Members further noted that a report setting out Event Guidelines providing a framework to consider both new and existing events would come to the Sub Committee in April 2014.

RESOLVED, that :

1. The major events taking place in the City, as detailed in Appendix 1 to the report, be agreed.
2. Progress and planning to date in relation to the Tour de France and Prudential Ride London cycling events be noted.
3. A short-term road closure, on the same basis as 2013, be agreed to allow the Children's Parade event to take place on Friday 27 June 2014.

4. A further report be presented to members in Spring 2014 reviewing the Events Guidelines, including special event lighting for the City's River Bridges and the introduction of an application fee for special events, from April 2014.

5. DECISIONS TAKEN UNDER URGENCY OR DELEGATED AUTHORITY

Members noted the following decisions, which had been taken under urgency provision since the last meeting:

- Aldgate Highway changes
- John Carpenter Street (Gateway 3/4/5) – the Chairman asked if the full report could be circulated to members

6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

In response to a question about skateboarding, the Police advised that they frequently moved on skateboarders causing a public nuisance but there were limited judicial remedies. Members were particularly concerned about public safety, anti-social behaviour and damage to street furniture. The Chairman asked whether this behaviour was covered by City Bye-Laws and asked for a report to the next meeting.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Assistant Director (Department of the Built Environment) was heard in respect of the Ludgate Hill Crossing Trial. Members noted that the City had been very successful in obtaining £6Million for next year from TfL. However, they had not made any budget allocation for the Fleet Street Corridor scheme. As a result, the City did not have TfL funding for the proposed crossing trial in Ludgate Hill. The next opportunity for TfL funding would be in the summer of this year, when there might be some TfL bus funding available. The Sub Committee were therefore asked whether they would like to revert to the S.106 funding route for this change.

Subsequent to the meeting, the Assistant Director confirmed that the cost estimates provided for the removal of the trial, should it be unsuccessful.

RESOLVED – that, the Section 106 funding be used.

The meeting ended at 3.40

Chairman

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Agenda Item 4a

Committee(s):	Date(s):
Streets & Walkways Sub-Committee (For Decision) Projects Sub-Committee (For Decision)	10/03/2014 02/04/2014
Subject: Outcome Report - Cheapside Area Strategy Improvements	Public
Report of: The Director of the Built Environment	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p><u>Dashboard</u> Project status - Green; Total original estimated cost - £6.48M Total actual spend - £4.61M Overall project risk – Green (completed)</p> <p><u>Brief description of project</u></p> <p>In November and December 2008, Members approved the Cheapside Area Strategy. The Cheapside Area Improvements form the backbone of this Area Strategy. In May 2009 the Court of Common Council approved a major project that looked to make substantial improvements to the transport environment and public realm whilst maintaining the needs of all road users.</p> <p>The improvements were delivered over four stages, which encompassed the streets of Cheapside and Poultry in their entirety. It also included a complete redesign of the Cheapside/New Change junction and improvements to Bread Street and the Sunken Garden pocket space at the Cheapside/New Change junction. The project later expanded to include the Gresham Street/St Martin's Le Grand/Aldersgate Street junction (as Stage 4a) but this is not included in this outcome report as it is subject to an on-going trial of its effectiveness.</p> <p>The project has been funded through a combination of Section 106 agreements (£2.56M), On Street Parking Reserve (OSPR) (£1.20M) and Transport for London (£0.85M).</p> <p>Members had agreed that the OSPR provide up to £2.97M (including £230,000 towards Cheapside Stage 4a) of underwriting funding towards this project. It is now possible to release the remaining £1.54M from this underwriting.</p> <p>The project has been very successful both in terms of the outcomes achieved and the delivery of it. All outcomes have either been achieved or exceeded; in particular the streets are now better and safer for road users, occupiers and visitors. It is now a vibrant destination, meeting current needs and is well placed to meet future growth.</p> <p>The project management approach enabled the project to be controlled and managed effectively ensuring it is on programme, budget and scope.</p>	

Persistence in value engineering and the use of innovative techniques such as radar technology to identify utility depths enabled, amongst other things, the project to be delivered below budget.

The value of partnership working with the term contractor and their awareness and experience of the City, their flexibility and ability to accommodate changes and requirements cannot be understated and is a major factor contributing to the success of the project.

The success of the project has been nationally recognised by winning the prestigious “The Chartered Institution of Highways & Transportation” Streets award in 2013.

Recommendations

I recommend that Members:-

- Note the contents of this report;
- Agree to close Stage 1 to 4 of the project; and
- Agree that the balance of £0.47M from the Section 106 funds be released back to the pooled funding for Transport improvements at or in the vicinity of Bank station.

Overview

<p>1. Evidence of Need</p>	<p>The transport infrastructure and quality of the public realm along Cheapside and Poultry were poor. The unnecessarily wide carriageway meant motor vehicles dominated the street making it less safe, and the environment did not properly reflect the status of Cheapside as a major retail and office destination.</p> <p>In addition there was a need to support a number of major re-developments in the area and the resulting significant increase in pedestrian footfall whilst ensuring the needs of all street users were accommodated.</p>
<p>2. Project Scope and Exclusions</p>	<p>The Cheapside project was split into four stages to enable better project management and for a funding strategy to be put in place to deliver the improvements. The project included the entire length of Cheapside and Poultry and encompassed the Cheapside/New Change junction as well as the Sunken Garden pocket space and streets surrounding One New Change. A plan of the project by stage is provided in Appendix 1 and a general arrangement plan is provided in Appendix 2.</p> <p>The project was then extended to include the Gresham Street/St Martin’s Le Grand/Aldersgate Street junction. This work stream, to facilitate two-way traffic, is being treated separately and is subject to further assessment. It is therefore not included in this outcome report.</p>
<p>3. Link to Strategic</p>	<p>The improvements fully accord with the City’s strategic aims</p>

Aims	<p>including:</p> <ul style="list-style-type: none"> To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes. <p>The improvement measures are in line with the relevant policies at the time of evaluation and design. Notably The City together Strategy: The Heart of a World Class City 2008-2014 and the Unitary Development Plan policies.</p>												
4. Within which category does the project fit	7A – Asset Enhancement/Improvement												
5. What is the priority of the project?	Advisable.												
6. Resources Expended	<p>A total of £4,607,721 has been expended in delivery of the Cheapside scheme.</p> <p>The table below provides an overall summary of the expenditure.</p> <p>Table 1. Resources expended</p> <table border="1" data-bbox="544 1111 1469 1359"> <thead> <tr> <th>Description</th> <th>Resources Expended</th> </tr> </thead> <tbody> <tr> <td>Stage 1</td> <td>£942,563</td> </tr> <tr> <td>Stage 2</td> <td>£2,020,262</td> </tr> <tr> <td>Stage 3</td> <td>£1,127,129</td> </tr> <tr> <td>Stage 4</td> <td>£517,767</td> </tr> <tr> <td>Total</td> <td>£4,607,721</td> </tr> </tbody> </table>	Description	Resources Expended	Stage 1	£942,563	Stage 2	£2,020,262	Stage 3	£1,127,129	Stage 4	£517,767	Total	£4,607,721
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Outturn Assessment

7. Assessment of project against Success Criteria	<p>The project has met or exceeded the objectives as set out previously. These are summarised below.</p> <table border="1" data-bbox="496 1585 1535 2016"> <thead> <tr> <th>Objective</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Reduce motor vehicles dominance and traffic speeds</td> <td> <p>The carriageway width has been reduced from an average of 14 metres to an average of 8 metres. The Cheapside/New Change junction has also been completely redesigned. All of this has reduced the vehicle dominance and traffic speeds.</p> <p>Traffic speeds before and after implementation has been recorded for both Cheapside and Poultry. This shows that speeds have reduced. In Cheapside the reduction is from 26mph down to 22mph. The</p> </td> </tr> </tbody> </table>	Objective	Outcome	Reduce motor vehicles dominance and traffic speeds	<p>The carriageway width has been reduced from an average of 14 metres to an average of 8 metres. The Cheapside/New Change junction has also been completely redesigned. All of this has reduced the vehicle dominance and traffic speeds.</p> <p>Traffic speeds before and after implementation has been recorded for both Cheapside and Poultry. This shows that speeds have reduced. In Cheapside the reduction is from 26mph down to 22mph. The</p>
Objective	Outcome				
Reduce motor vehicles dominance and traffic speeds	<p>The carriageway width has been reduced from an average of 14 metres to an average of 8 metres. The Cheapside/New Change junction has also been completely redesigned. All of this has reduced the vehicle dominance and traffic speeds.</p> <p>Traffic speeds before and after implementation has been recorded for both Cheapside and Poultry. This shows that speeds have reduced. In Cheapside the reduction is from 26mph down to 22mph. The</p>				

		<p>reduction in Poultry is from 24mph to 21mph. These are the 85th percentile speeds, which is the speed at which 85% of drivers are driving at or below.</p> <p>Average speeds for Cheapside were 20.5mph in 2006 and 16.8mp in 2013, a reduction of 3.7mph. (The average speed is a “spot mean speed” typically obtained between two points of greatest potential for free-flowing traffic conditions). Traffic and pedestrian surveys have also been carried out before (in 2006) and after (in 2013) implementation. The surveys covered 12 hours between the hours of 7am to 7pm, and have shown some very encouraging and interesting data.</p> <p>Total traffic flows have overall increased. However, motor vehicles using Cheapside and Poultry have reduced between 2006 and 2013 from 7,723 to 7,277 in Cheapside, and 6,378 to 6,267 in Poultry. This is in spite of a significant increase of over 430 buses per day (arisen from the replacement of the Bendy buses to conventional buses). Medium size lorries have also had an increase of 113 vehicles in Poultry but remain at similar levels along Cheapside.</p> <p>In 2006, there were 871 cyclists per day compared to 2124 in 2013. This represents an increase of 2.5 times and making up to 23 % of the total vehicle composition. With this user group added into the total traffic flow, total volumes have increased from 8594 to 9401 in Cheapside.</p> <p>During the am peak, cyclist make up 45% of the vehicle composition, nearly 3 times more than the next user group which are taxis at 17%.</p> <p>During the pm peak, taxi’s make up the highest user group at 34%, but is closely followed by cyclist’s at 31%. This is almost double the next user group which are cars at 16%.</p> <p>Trends in motor vehicle flows in the City have been reducing over the last decade or so. Cycling has however been growing. The traffic flows in Cheapside and Poultry are therefore more likely to be part of this overall trend rather than as a result of the changes made.</p> <p>Pedestrian numbers in both Cheapside and Poultry have increased by 50% (from 24,487 to 36,728 per day) and 38% (from 26,783 to 37,000 per day) respectively.</p>
	Road safety	Analysis of injury collision data has shown that the

project has improved road safety.

The following tables provide a comparison of the collision data before and after implementation.

Table 2. Average annual collisions per year resulting in injury.

	Av. no. of collisions per annum	No. of serious collisions per annum
Before	9	1.33
After	7.25	0.92
% reduction	19%	31%

It can be seen from the above table that the average annual collision has reduced from 9 to 7.25 per annum, representing a 19% reduction. Collisions resulting in serious injuries have also reduced by about a third.

Table 3. Average No. of injuries per year by user group

	Motor Vehicle	Motor Cyclists	Cyclist	Peds	Total injuries
Before	1.67 (17%)	2.67 (28%)	3 (31%)	2.33 (24%)	9.67 (100%)
After	4.76 (55%)	0.4 (5%)	0 (0%)	3.4 (40%)	8.57 (100%)

Table 3 shows a comparison of the injuries sustained amongst the different user groups. It can be seen that the project has been very effective at reducing injuries to pedal cyclists (none recorded since completion) and to motor cyclists.

Injuries to pedestrians have increased by about one or 45%. Most of these occurred as a result of their error, for example they failed to look or judge properly. Another factor for this increase is likely to be attributed to the fact that more pedestrians are now using Cheapside than before. (45% increase in pedestrian numbers).

Injuries to motor vehicle drivers or to their occupants have had a significant increase, by almost 3 fold.

		<p>Most of these, including a drunken driver, have occurred at the Cheapside/new Change junction. The assessment has identified that a factor in the increase could be related to the sequencing of the southbound traffic signals. As TfL are responsible for traffic lights in London, officers are in discussions with them to have the sequencing altered.</p> <p>During the early stages of completion, a significant number of comments were received on the poor design of the carriageway widths and how this has made cycling along Cheapside more dangerous. As a result of this, further assessments were carried out. The findings showed that cycling along Cheapside was actually better as drivers offered cyclists more room whilst overtaking than at another similar location.</p> <p>Pedestrian countdown timers have also be added to the Cheapside/New Change junction. This has helped pedestrians, by letting them know how long they have left to cross the road after the green man light has gone out. This has appeared to have improved pedestrian safety and traffic capacity.</p>
	<p>Create an attractive environment by improving the street scene</p>	<p>High quality design and materials such as York stone and Granite have been used throughout. Other improvements contributing to create an attractive environment includes, 19 large specimen trees planted (out of 23 originally proposed), lighting improvements (street lights as well as uplighters), renewal of the sunken garden, architectural seating, way-finding signage and the removal of street clutter.</p>
	<p>Create an inclusive and vibrant area</p>	<p>The needs of all street users have been accommodated. The spaces created now offer opportunities for functions, events, gatherings and socialising.</p>
	<p>Improve pedestrian convenience</p>	<p>Cheapside and Poultry have been totally remodelled to provide a much more pedestrian friendly environment. Carriageway widths have been substantially reduced, regular street crossings, including courtesy crossings and wider crossing points, have been provided. Footways are much wider and street clutter removed to improve pedestrian flow and reduce over-crowding. Seating, greenery, pedestrian countdown timers and better lighting have also contributed towards a positive pedestrian environment.</p>

	<p>Improve cycling facilities</p>	<p>The design accommodates future cycling growth by creating an environment that is safer to cycle on and for cycles to make better use of the carriageway. Traffic speeds have reduced. The number of cycle parking racks has doubled. Inset loading bays (off the running lane) have been incorporated to reduce conflicts. Junctions have mandatory lead in lanes and prohibited movements (where possible) have been removed to facilitate cycle permeability.</p>
	<p>Improve accessibility</p>	<p>The narrowed carriageway, widened and de-cluttered footways, the redesigned Cheapside/New Change junction and courtesy crossings make it easier for pedestrians, including those with mobility impairments, to navigate this area.</p> <p>The sunken garden has been improved and includes a ramp for easy disabled access.</p> <p>Traffic signals include measures which also assist pedestrians with visual and hearing difficulties.</p> <p>Along Cheapside, there are a number of loading and taxi bays that have been incorporated into the footway. The design enables pedestrians to utilise that space if it is not occupied by vehicles. This is particularly useful during high pedestrian periods such as during lunch time. These bays have been design and implemented using granite setts. It has been found that this material provides a “neutral” ground between pedestrians and motor vehicles i.e. the bays are readily used by pedestrians when vacant.</p> <p>Some comments have been received regarding the design of the taxi bay by One New Change. As the design is incorporated into the footway, it avoids a kerb up-stand. This has meant that when an access ramp is deployed (for wheelchair users to access or egress from a taxi), the gradient is either very steep or that a separate ramp extension needs to be attached. This is therefore not ideal so an alternative taxi bay with a full kerb up-stand is being investigated in New Change.</p>
	<p>Facilitate retail opportunities</p>	<p>The improvements create an attractive and vibrant destination and have facilitated retail businesses to hold events and functions.</p>
	<p>Provide places to rest</p>	<p>The sunken garden has been rejuvenated to provide a secluded place to rest. A stone bench, located west of Foster Lane has also been incorporated, providing further places to rest.</p>

<p>Encourage vehicles to service buildings off-street</p>	<p>The design has provided only limited locations for on-street servicing and these are located off the running lanes. The carriageway width has also been selected to discourage on-street servicing. Bread Street has been widened to improve access to off street servicing areas.</p> <p>Loading surveys carried out before the project showed a total of 389 vehicles servicing on street between 7am to 7pm. This compares with 201 vehicles post implementation. No adverse impact has been reported as a result of this.</p>
<p>Facilitate street functions.</p>	<p>Wide footway areas as well as new public spaces provide opportunities for street functions. Since completion, a number of street functions have or are to be held in Cheapside including shopping, sporting and traditional events. Some notable events include a Christmas shopping day, Cheapside Street Fayre and the Lord Mayor's Show.</p>
<p>In recognition of the success of the project, it won the prestigious 'The Chartered Institution of Highways & Transportations' Streets Award in 2013. "The judges considered this to be an outstanding scheme which successfully addressed the balance between movement and place. It was seen to be a key component of a strategy to raise the standard of streetscape within a wide area. This was emphasised by adopting an unfussy approach as well as by the use of high quality materials. The judges were particularly impressed with the partnership approach adopted throughout the delivery of the scheme and also by the very high standards of workmanship" This project competed against other national street projects such as Poynton Town Centre, Church Street Square in Birmingham and Oxford Street East. A summary of the award is provided in Appendix 3.</p> <p>Responding to complaints is also an important aspect for the success of the project. The project included a lot of public facing information including interfaces with a dedicated contactor on site, communicating and managing local issues. Nonetheless, there were still a handful of complaints, mainly regarding noise disturbances and lengthy pedestrian diversions. All the complaints were quickly resolved by amending when and how the works were undertaken or providing occupiers with advance information.</p>	

8. Programme

The key delivery milestones as set out initially are shown in table 4, and are compared against the actual delivery periods.

Table 4. Delivery Programme

Key Milestones	Delivery Period	Actual Delivery Period
Design/Evaluation Report Approval	May 2009	May 2009
Completion of Stage 1	July 2010	October 2010
Completion of Stage 2	September 2010	December 2010
Completion of Stage 3	Spring 2011	July 2011
Completion of Stage 4	Initially Uncommitted (Early 2012)	May 2012 (with outstanding elements deferred to post Olympics)

This shows that the project was delivered within the overall timeframe as specified in the original programme.

9. Budget

Table 5 provides details of the actual cost of each stage and compares it against the design estimate.

Table 5. Stage costs

Description	Design Estimate	Actual	Variance
Stage 1	£1.03M	£0.94M	£(0.09)M
Stage 2	£3.06M	£2.02M	£(1.04)M
Stage 3	£1.40M	£1.13M	£(0.27)M
Stage 4	£0.99M	£0.52M	£(0.47)M
Total	£6.48M	£4.61M	£(1.87)M

It can be seen that a substantial under spend has been achieved. The majority of this under spend has come from un-used utility diversions (£1.20M) and civil engineering work (some £450,000), achieved through “value engineering”, and un-used contingency (£175,000).

In order to progress the scheme £2.97m of the OSPR was agreed by Members to underwrite the funding. The actual cost and funding mechanism is shown on table 6, below.

Table 6. Funding mechanism

Stage	S106 contribution	On Street Parking Reserve	TfL	Total
Stage 1	£0.94M	-	-	£0.94M
Stage 2	£1.1M	£0.53M	£0.39M	£2.02M
Stage 3	-	£0.67M	£0.46M	£1.13M
Stage 4	£0.52M	-	-	£0.52M
Total	£2.56M	£1.20M	£0.85M	£4.61M

From table 6, it can be seen that only £1.20M of the OSPR was needed. A further £230,000 was required for the evaluation, design and implementation of Stage 4a. The total call on the OSPR was therefore £1.43M. The remainder, £1.54M can now be released from this underwriting and returned to the OSPR.

A total of £0.99M from various S.106 agreements was allocated to deliver Stage 4. These S.106s were pooled funding to be used at Bank (or in the vicinity of Bank). Since this Stage has now been completed at a total cost of £0.52M, the remaining £0.47M can now be released back to the pooled funding for Transport improvements at or in the vicinity of Bank.

10. Risk

In order to reduce risk the project was split into four stages. Implementation of each of these stages was not permitted until Members approved each design report. This enabled the funding package to be assessed, adjusted and approved at regular intervals.

Construction – accelerated working and strong communication links ensured that disruption to local occupiers was kept to a minimum.

Stage 1 of the project provided the paving around the One New Change development and the widening of Bread Street. It was vital for the successful delivery of this retail destination that the street works around the building were fully completed and coordinated with the developer’s programme.

Another key risk was unknown utility apparatus and concrete conditions below ground. “State of the art” radar technology was used to identify what was likely to be affected. The utility scans were very effective at identifying services that are likely to be affected by the proposals. This led to the need to carry out some “value engineering” and the rethinking of the design concept. The concrete condition scans achieved limited success because it was a new technique. However it has since been improved and has proved to be valuable on other projects.

The cost of utility diversions can be extremely expensive and the extent of impact can be difficult to establish with a high level of confidence. Adequate cost was built in to ensure that these could be accommodated should the need to divert or amend their apparatus become necessary. It

	should be noted that the utility scans enabled the design to be amended to avoid a lot of costly utility diversions.
11. Communications	<p>Significant communications were undertaken and spanned a couple of years. There were significant internal (various departments and Members) and external stakeholders including City occupiers and users, the Cheapside Initiative, emergency services, bus operators, Transport for London, other organisations and groups.</p> <p>The communication commenced with a public consultation exercise for an area strategy in 2008. Formal Traffic Order consultation and notices followed in 2009, 2010 and 2011, and in the lead up to the works, a communication strategy was adopted to manage the various communication strands which included on-street information, media releases, face to face engagements and other printed materials.</p> <p>This level of communication ensured that the project proceeded successfully.</p>
12. Benefits achieved to date	<p>The benefits achieved to date are summarised in Section 7. However, a summary of the benefits achieved to date are provided below.</p> <p>The project has made significant improvements to the transport and public realm. The streets are now better and safer for road users, occupiers and visitors. It is meeting current needs and is well placed to meet future growth.</p> <p>Appendix 4 provides some before and after images as well as a photomontage of the vision.</p>
13. Strategy for continued achievement of benefits	<p>Cheapside has been designed with the future in mind. The growth in pedestrian footfall with the arrival of Crossrail and the future growth of retail and office space in the City was given due consideration during design.</p> <p>Cheapside is well placed to accommodate this growth.</p>
14. Outstanding actions	Monitoring of collisions, in particular at the Cheapside/New Change junction will continue. This may result in amendments to improve safety.

Review of Team Performance

15. Governance arrangements	<p>A structured project governance arrangement was in place and followed closely the Prince II project management methodology; consisting of:-</p> <p>A Managing Officer with overall project responsibility</p> <p>A Project Director/Sponsor. Sponsor of the project, provides vision and purpose</p> <p>A Project Manager, responsible for day to day delivery of</p>
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	<p>project, securing permissions and approvals.</p> <p>A Design & delivery Team consisting of designers and contractors</p> <p>A Project Team. Consisting of the above plus Environmental Enhancement representative.</p> <p>A Project Board. Consisting of senior cross departmental representatives, Managing Officer, Project Director and Manager.</p> <p>Project documentations, also closely following the Prince II methodology and included, a project plan, a project initiation Document, a risk register and issues logs.</p> <p>The project had a unique financial governance arrangement where the Project Manager was authorised to approve budget adjustments up to £5,000. This provided a more efficient process and allowed for quicker amendments to budgets to be applied.</p>
16.Key strengths	<p>The key strengths demonstrated in delivery of this project:</p> <ul style="list-style-type: none"> • Communication • Partnership approach with the Term Contractor • Lead by a senior officer • Project team • Flexibility in working arrangements • Clear objectives and vision
17.Areas for improvement	<p>Estimates for utility diversions.</p> <p>The use of concrete condition radar scans – the use of this technique should be reviewed to ensure that the information obtained is reliable and of sufficient quality to enable accurate estimates to be derived.</p>
18.Special recognition	<p>Special recognition should go to the Project Team and the Term Contractor, in particular their Contract Manager and Site Manager. In addition, the Environmental Enhancement Team for their prior work on the Area Strategy and consultation.</p>

Lessons Learnt

19.Key lessons and how they will be used and applied	<p>The lessons learnt are provided in Appendix 5. However The key lessons learnt are summarised below:</p> <ul style="list-style-type: none"> • The project has been very successful both in terms of the outcomes achieved and the delivery of it. All outcomes have either been achieved or exceeded; in particular the
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	<p>streets are now better and safer for road users, occupiers and visitors. It is now a vibrant destination, meeting current needs and is well placed to meet future growth.</p> <ul style="list-style-type: none"> • The project management approach enabled the project to be controlled and managed effectively ensuring it is on programme, budget and to scope. Having a clear vision and achievable objectives from the outset avoids project deviation, facilitates understanding and joined up working within the project team and wider across the organisation. • Persistence in value engineering and the use of innovative and untested techniques such as radar scans of utility service depths has enabled, amongst other things, the project to be delivered below budget. • The value of partnership working with the term contractor and their awareness and experience of the City, their flexibility and ability to accommodate changes and requirements cannot be understated and is a major factor contributing to the success of the project. • The success of the project has been nationally recognised by winning the prestigious “The Chartered Institution of Highways & Transportation” Streets award 2013. <p>These lessons are being applied to other projects, in particular larger and corporate projects such as at Holborn Circus, Aldgate and Bank. The design concept and techniques used will also be particularly helpful where similar elements are being considered.</p>
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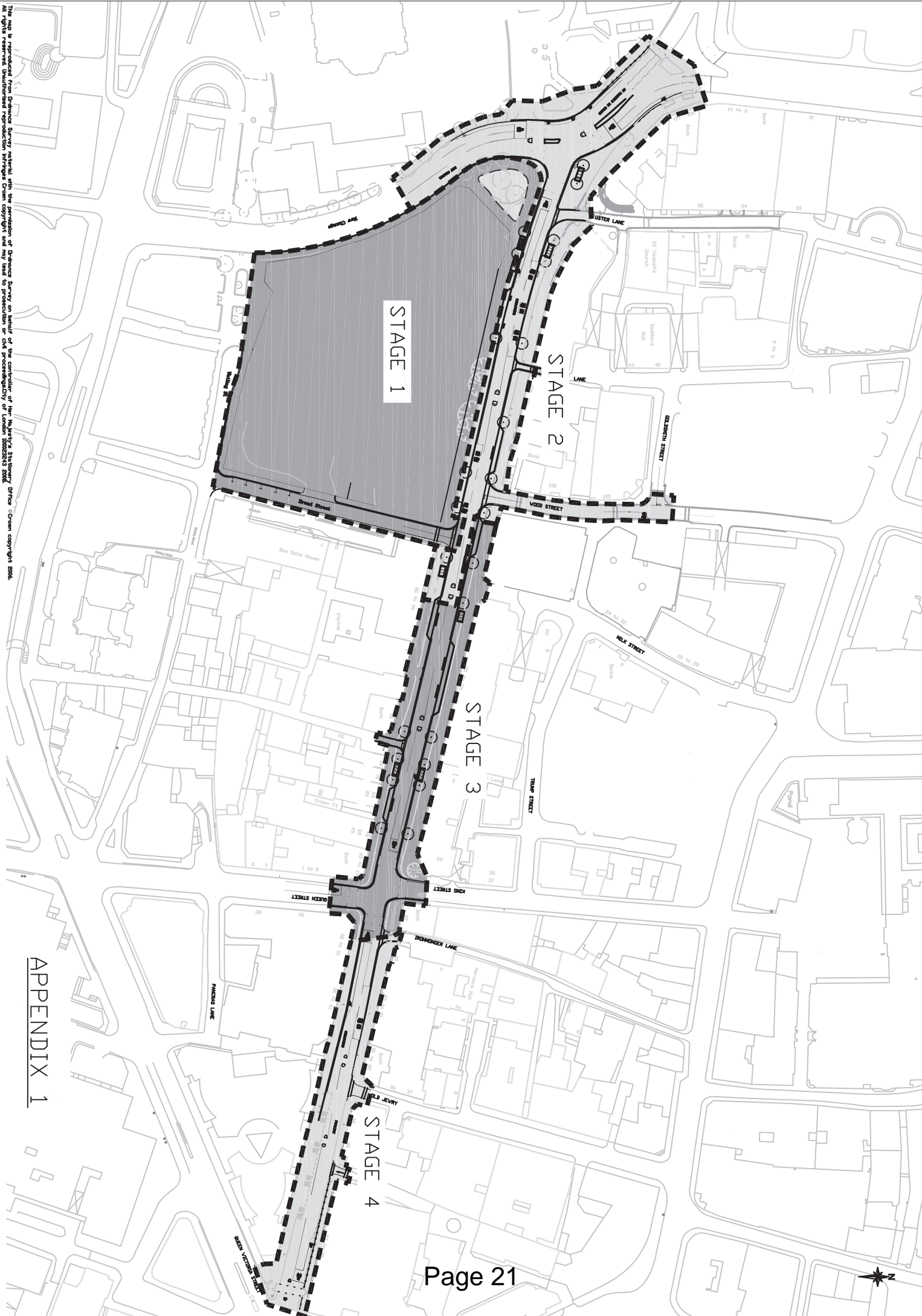
Appendices

Appendix 1	Cheapside Stage Plan
Appendix 2	General Arrangement
Appendix 3	CIHT Award Summary
Appendix 4	Before and After images
Appendix 5	Lessons learnt

Contact

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STAGE 1

STAGE 2

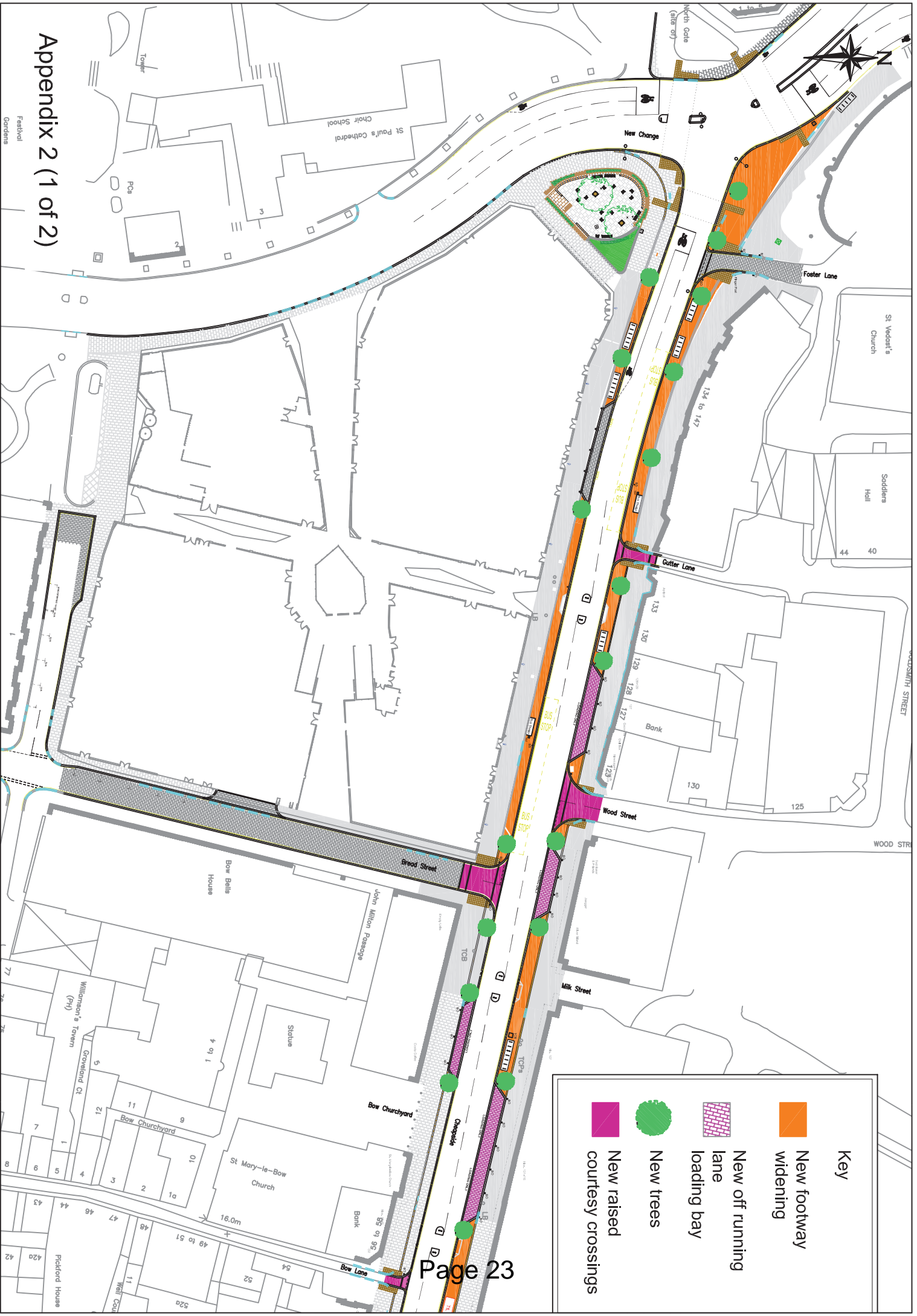
STAGE 3

STAGE 4

APPENDIX 1



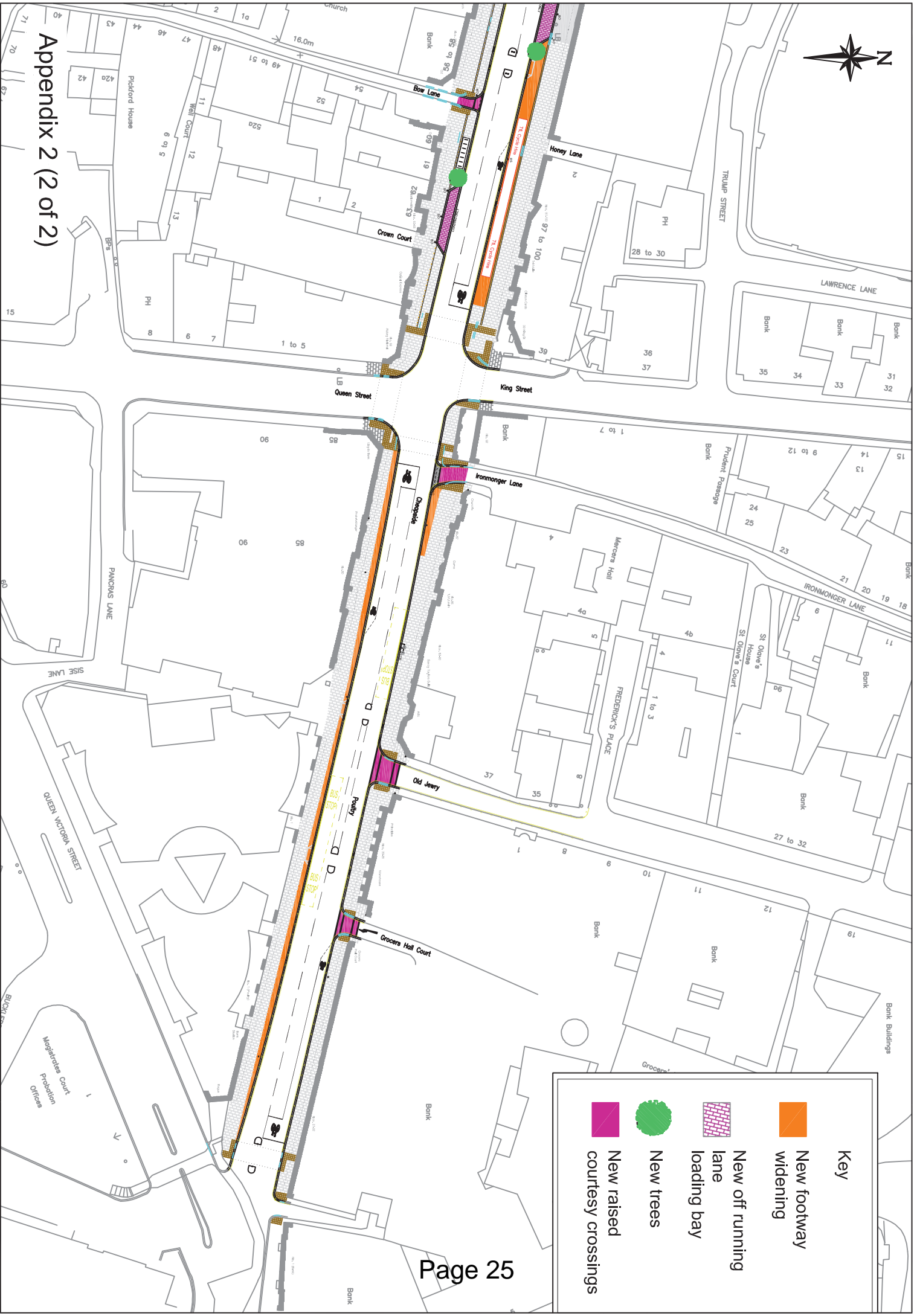
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Key

-  New footway widening
-  New off running lane loading bay
-  New trees
-  New raised courtesy crossings

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Key

-  New footway widening
-  New raised courtyard crossings
-  New trees
-  New off running lane loading bay

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CIHT/ Enterprise Mouchel Streets Award

Judging Criteria

This award recognises outstanding street designs. Completed schemes, or larger schemes with completed phases are eligible.

- The judges were looking for evidence of
- Demonstration of fulfilling a clearly articulated vision
 - Encouragement of environmentally sustainable travel choices
 - Well executed planning and implementation (consultation and collaboration)
 - Achieving a good balance between movement and place functions
 - Excellence in accessibility and inclusiveness
 - Quality, functionality and maintainability of design
 - Good connectivity to the surrounding community
 - Evidence that scheme objectives are being achieved

Judges' Comments

Winner



Cheapside City of London

The City of London Cheapside scheme has delivered substantial transport infrastructure and public realm improvements. This street is now far better equipped to accommodate the increase in pedestrian traffic while offering a safer, more vibrant retail destination.

Located between Bank and St Paul's the environment in Cheapside was generally poor. An overly generous carriageway meant vehicular traffic dominated the street. Improvements to the transport infrastructure and public realm were required to improve safety, function and quality of the environment.

To address these issues the footways have been significantly widened and de-cluttered, with raised courtesy crossings now located at all streets adjoining Cheapside and pedestrian refuges provided at key desire lines. The changes have significantly reduced speeds and improved safety at Cheapside.

A junction near St Paul's has been completely redesigned and a large cycle hire site and cycle racks have been incorporated into it, complementing improvements to cycle safety such as positioning loading bays off running lanes.

Trees have been introduced along Cheapside and the lighting substantially improved. A rejuvenated sunken garden and seating provide places for rest.

These improvements have not impeded the operation of Cheapside. Off street loading bays and improvements at Bread Street fully accommodate the needs of retail and the operation of the street.

Strong communication – which included close liaison with local traders and working partnerships – ensured construction time and disruption to local occupiers were minimised and access was maintained to all businesses throughout the build.

The Cheapside scheme was delivered on time and to budget. The design exhibits the very best in urban design simplicity and has delivered bold changes while carefully balancing the needs of all street users. Cheapside is now well placed to meet the current and future demands that will be placed upon it.

"The judges considered this to be an outstanding scheme which successfully addressed the balance between movement and place. It was seen to be a key component of a strategy to raise the standard of streetscape within a wide area. This was emphasised by adopting an unfussy approach as well as by the use of high quality materials.

The judges were particularly impressed with the partnership approach adopted throughout the delivery of the scheme and also by the very high standards of workmanship."

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Appendix 4

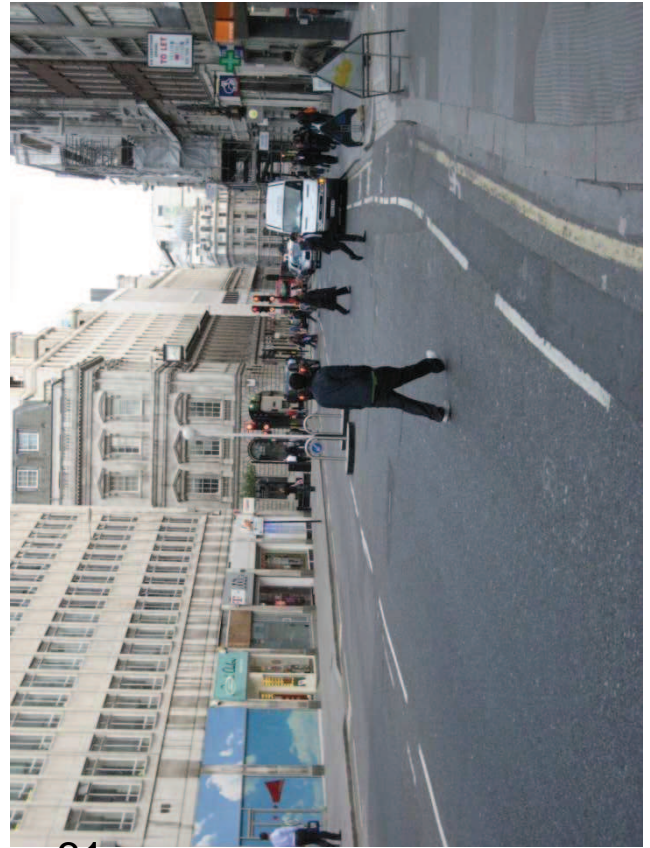
Photomontage of vision

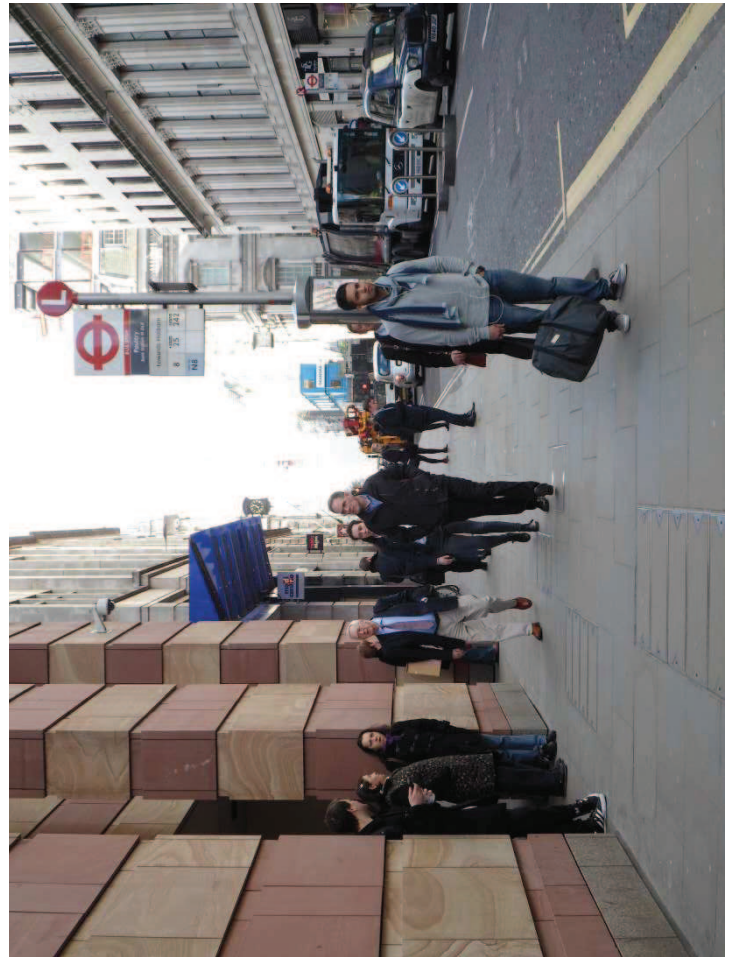


Actual

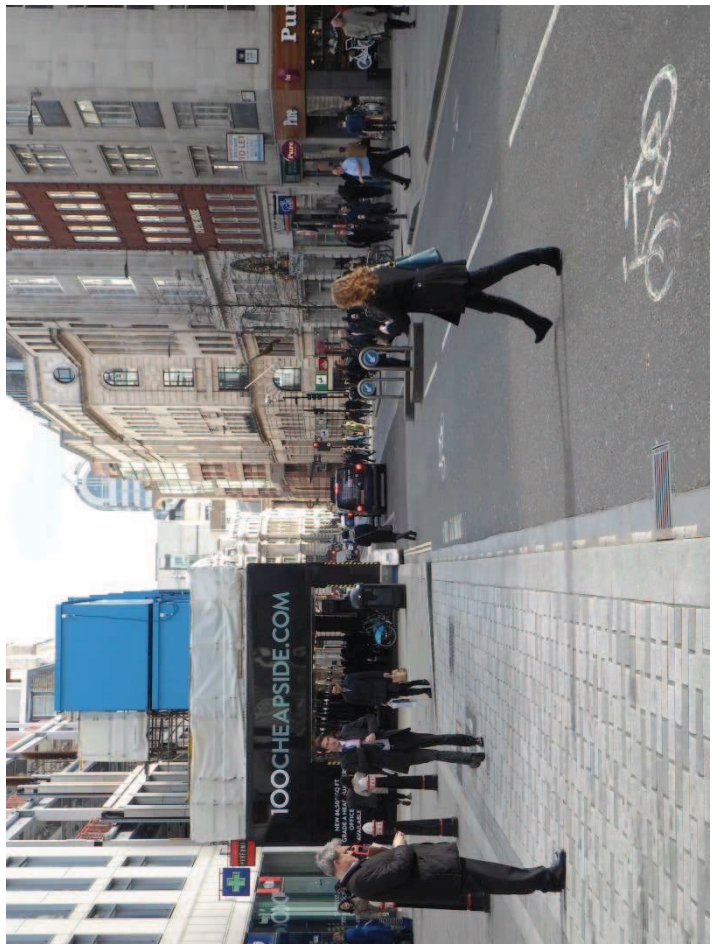
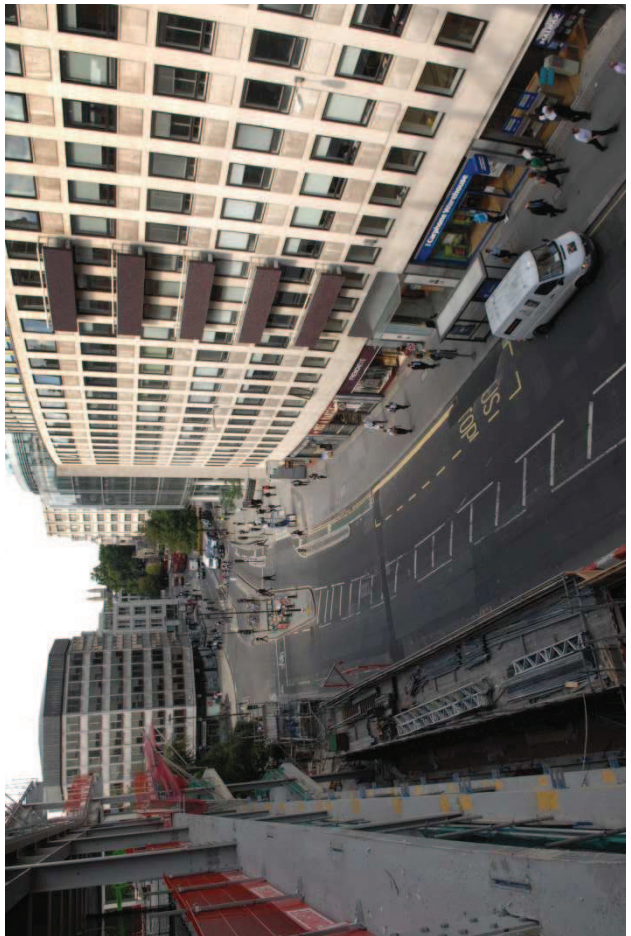


Before & After photos

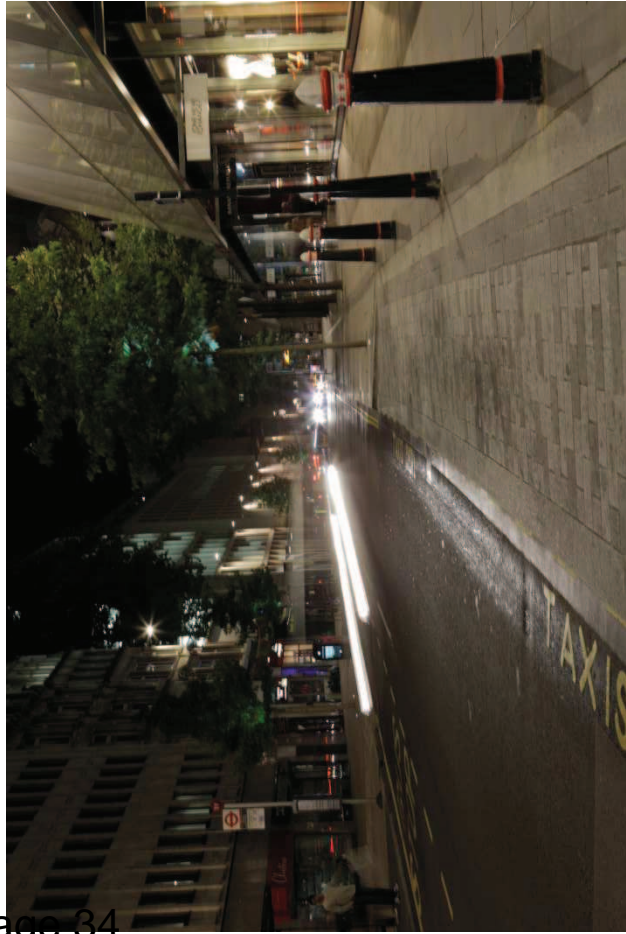




Before & After photos



Before & After photos



Committee(s):	Date(s):
Culture, Heritage & Libraries Committee (For Decision)	03/03/2014
Streets & Walkways Sub-Committee (For Decision)	10/03/2014
Projects Sub Committee (For Decision)	urgency
Subject: Eastern City Cluster - Public Art (Year 3 & 4) – Gateway 6 update report	Public
Report of: Director of the Built Environment	For Decision

Summary

The purpose of this report is to update Members on Year 3 of the *Sculpture in the City* project delivered in 2013; and approvals of funding for Years 4 and 5 which will be implemented in 2014 and 2015 respectively.

The *Sculpture in the City* project, now entering its fourth consecutive year has been developed as part of a long-term vision to enhance the public realm, and forms part of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategies. It is aligned with objectives in the City's Cultural Strategy 2012/17, its Visitor Strategy 2013/17 and its community strategy, The City Together.

The project is funded primarily through financial and in-kind support from external partners and an additional contribution from the City of London. Last year, three new funding partners, Brookfield, Willis and WR Berkley, came on board to join existing partners Hiscox, British Land, Aviva, Aon, and IVG-Europe, along with two project patrons, Searcy's and MTEC (art installation company). With 8 funding partners involved, Year 3 saw the greatest number of artworks (11 pieces in total) installed so far, reaching new geographical areas and connecting the project with local transport hubs. Feedback from Members, project partners, local stakeholders, schools and volunteers has been positive, and the project has now become a key part of the City's extended cultural output.

Preparations for Year 4 are currently underway, and it is proposed to install more artworks (14 -16 pieces) and deliver even more school workshops & community events than in Year 3. A short list of artworks has been selected by the Advisory Board and presented to the City Arts Initiative; a copy is attached in Appendix C.

The total budget required to deliver Year 4 is estimated at £310,000. For this Year, officers are looking to secure £220k in total of external funding from project partners. The City has already allocated £50k for the implementation of this year's project and it is now proposed to increase the contribution by £40k (funded by the interest accrued on the Pinnacle Section 106 Agreement), to give an overall total contribution of £90k. This would equate to 29% of the total budget required, with 71% secured from external partners (*please refer to funding table attached in Appendix B*). The increased funds will enable the City to maintain its leading role as project coordinator, managing the delivery team more efficiently by outsourcing project management services, steering the marketing campaign and delivering a better targeted communication strategy. This will enable the scheme to keep growing in a sustainable manner, maintaining and improving the quality of previous years. This will also allow delivering additional school workshops and community events in line with the City's Cultural strategy, which seeks to place cultural education at the heart of our offer while enlivening the on-street environment (also an objective of the City's Visitor Strategy 2013/17).

The project Advisory Board, comprising senior representatives from the project partner companies and three City of London Members, continues to serve as a successful mechanism for establishing project goals, selecting of artwork and promoting partnerships with local stakeholders. Last year, the Board approved the appointment of Lacuna PR Ltd as project Co-Director alongside the Assistant Director, for Environmental Enhancement. Lacuna PR Ltd has worked on the project as an external consultant since 2010, year when the project was first implemented. In order to deliver the project more efficiently, this report recommends the appointment of Lacuna PR Ltd as a consultant for this year's project.

For future years, the intention is to continue running the project as a rolling programme (Year 5 and beyond) An update report submitted in June 2012 suggested that funding from the City will be reduced for Year 5 (2014 - 2015), with the majority of the funding being provided by external sources. However, given the strong support for the project, the opportunity exists to maintain the City's role as project leader and to continue managing the delivery of the scheme. To this end, this report also seeks to request funding of £90k from the interest accrued on the Pinnacle Section 106 agreement, for the implementation of Year 5 (2014-2015). This contribution from the City, combined with enhanced levels of external funding, will therefore enable the project to increase in scale and impact. This will also enable officers to plan for growth and develop more effective relationships with leading galleries, as well as making easier for businesses to become involved.

Recommendations

It is recommended that Members:

- i) Note the contents of this update report and agree the shortlist of artworks considered for Year 4, attached in Appendix C.
- ii) Approve the additional contribution of £40k (total City contribution £90k) for the implementation of this Year's project, funded from the interest accrued on the S106 obligation connected to the Pinnacle development.
- iii) Approve an increase of £4,000 on the budget of Year 3, to cover additional staff costs incurred in the delivery of last year's project.
- iv) Approve the appointment of Lacuna PR Ltd as a consultant for Year 4 at a cost of £50,000 to be funded from the overall project budget.
- v) Approve a contribution of £90k from the interest accrued on the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 5 (2014-2015).
- vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

Gateway 6: Progress Report

Overview

<p>Brief description of project</p>	<p>The east of the City is home to the City's programme of temporary artwork. The project provides a location for the display of artworks by globally recognised artists sourced through leading galleries, including Lisson Gallery, Roche Court, Sadie Coles HQ, Pace Gallery and White Cube. "Sculpture in the City" forms part of the environmental enhancement works of the <i>Eastern City Cluster Area Enhancement Strategy</i> (2007, to be updated in 2014) and the <i>Fenchurch & Monument Area Enhancement Strategy</i> (adopted in 2013).</p> <p>Delivered through a successful and positive partnership between local businesses and the City, the project provides a focus for school and community events which promote the City's cultural offer helping to deliver the objectives of the Cultural Strategy and the City Together Strategy.</p> <p>The first installation of sculptures by world-renowned artists took place in July 2011. In June 2012, the second year of project was implemented with 8 sculptures installed, as well as school workshops and community events.</p> <p>The third year of the project, delivered in June 2013, delivered 11 artworks and 24 school workshops. The project has been widely commended by Members, business partners, the public and the art world. The innovative nature of the partnership has been recognised and has enabled for the project to grow in scope and relevance within London's art scene.</p> <p>For Year Four (2014), officers are seeking to install artworks (14 -16 pieces) of a similar quality to those displayed in previous years, and provide additional school workshops and community events (28-30 in total).</p> <p>This report contains the shortlist of artworks for 2014 (<i>refer to Appendix C</i>), agreed by the Advisory Board (2nd December 2013) and presented to the City Arts Initiative in December 2013.</p>
<p>Success Criteria</p>	<ul style="list-style-type: none"> • Help to deliver the City's <i>Cultural Strategy</i>, <i>Visitor Strategy</i> and the <i>City Together Strategy</i>; particularly theme no.4, "is vibrant and culturally rich". • Deliver 28 - 30 school workshops in partnership with local businesses supporting the City's <i>Cultural Strategy 2012/17</i>. • Continue to develop new and strengthen existing partnerships with key local businesses in the area. • Enhance the City's reputation as a centre of excellence for the display of high profile public art. • Enhance the streets and public spaces in line with Corporate Objectives as per the City's <i>Cultural Strategy</i> and <i>Visitor Strategy</i>. • The project's success has been recognized and is supported by Members, City officers and local stakeholders.

	<ul style="list-style-type: none"> • The project was included in last year's <i>Open-House London</i> weekend, and free tours were organized. The event proved to be successful attracting lots of interest (50-60 people attended the tours). Additional tours have been organized as a request from project partner companies, and have also been offered to City of London staff. • The project was featured in the London TimeOut Magazine as one of the top outdoor events in London. • The project was featured in more than 20 arts, cultural and business focused magazines in the UK. • Positive feedback from project partners indicates that the project is highly supported by local stakeholders, office workers and visitors. • As part of the school workshops, children from neighbouring boroughs where able to explore the City and visit buildings that otherwise wouldn't have been possible due to security measures. This promotes the Square Mile, not only as a financial centre, but as a cultural quarter for visitors of enjoy.
Link to Strategic Aims	<p><i>Corporate Plan 2013-2017, Aim 1:</i> To support and promote The City as the world leader in international finance and business services.</p> <p><i>The City Together Strategy: Theme 4: "is vibrant and culturally rich"</i> To support and promote the City as a cultural asset and to encourage greater vibrancy and diversity in cultural and leisure activities.</p> <ul style="list-style-type: none"> • Core Strategy- Policy CS 11: Visitors, Arts and Culture • The City's Cultural Strategy 2012/17, aligning to two of its five supporting themes – Working in Partnership and Education and Learning • The City's Visitor Strategy 2013/17, SA1 (strategic aim 1) – "to develop a compelling offer for all our visitors, celebrating the City's unique heritage and cultural output, especially through the delivery of ... art-on-street initiatives"
Within which category does the project fit	<p>Substantially reimbursable; Funded through different sources:</p> <ol style="list-style-type: none"> 1. Section 106 contributions from the Pinnacle development. 2. Interest accrued from the Section 106 agreement from the Pinnacle development 3. Financial contributions from external partners 4. In kind contributions from external partners and project patrons.
Resources Expended To Date	<p>Total expenditure on Year 3 to date is £218,512.91</p> <p>Contributions from the Pinnacle S106 agreement (capital budget) and funding from external partner contributions (revenue budget).</p>
Tolerances	<p>The number of artworks installed and the extent of the marketing and PR campaign depends on external funding received.</p>

Progress

Reporting Period	April 2013 – February 2014
Summary of progress since last report	<p><u>Year 3 (2012-2013)</u></p> <p>The third year of the project, delivered in June 2013, was regarded as very successful and featured 11 sculptures by globally established artists including:</p> <ul style="list-style-type: none">• Robert Indiana (US) – 2 artworks• Dinos & Jake Chapman (UK) – 1 artwork• Richard Wentworth (UK) – 1 site specific piece• Shirazeh Houshiary (UK-Iran) - 1 artwork• Jim Lambie (UK) - 1 artwork• Anthony Gormley (UK) - 1 artwork• Keith Coventry(UK) - 2 artworks• Ryan Gander (UK) - 1 artwork• Petroc Sesti (UK)- 1 artwork; exhibited for the first time in a public space <p>In 2013, aided in part by bringing on board three new project partners (Willis, Brookfield and WR Berkley), the project included the largest quantity of pieces and most ambitious installations so far. The project achieved greater public impact by installing artwork in new areas, and extending the zone towards Liverpool Street Station and Lime Street.</p> <p>In addition to the art installations, 24 on-site school workshops were organised by Open-City London, offering interactive activities to 180 children from 6 schools within the City and adjacent boroughs. Also, a community event was organised as part of the London Open-House weekend (October 2013), during which free tours were offered to visitors, which generated a lot of interest (50-60 attendees).</p> <p>An ambitious selection of artwork, in terms of individual requirements, logistics, and overall quantity, meant that this year the installations were technically challenging and required considerably more resources (officer time and fees). The scope of work also increased, due to the need for specialist input from external consultants, and the associated coordination and volume of communication generated. For example, two groups of sculptures were imported from Switzerland requiring HMRC import licences, whilst another piece was designed, engineered and built specifically for the project. As a result of this considerable increase in workload, additional staff time was required in order to deliver the project on time. The overspent on staff costs of Year 3, reflect the additional time and resources required to implement the scheme last year.</p> <p>Building upon the success of previous years, a panel discussion was organised in October 2013 as part of the International Frieze Art Fair. The debate involved high profile panel members and was sponsored by one of the project patrons (Searcy's, top floor 30 St Mary Axe). The chosen venue was not as suitable as that for Year 2 because the acoustics did not create an engaging atmosphere for discussion. However, the event was generally well received by the public.</p>

Unfortunately, in November 2013, one of the sculptures, "Love" by Robert Indiana, which was installed at the corner of Bishopsgate and Wormwood street, was 'tagged' with spray paint. As a result of this, the owner of the sculpture requested that it be removed and repaired by specialists. The project's insurance policy will cover all restoration costs (approximate value £30k).

Officers found that early liaison with the City's access and highways teams was vital to ensure that appropriate requirements, such as plinth dimensions and positioning, were taken into account in the selection of locations on-street in future years.

Year 4 (2014-2015)

Preparations for Year 4, to be delivered in summer 2014, are underway, and partnerships with the City's external partners have been strengthened. Officers have initiated consultation on the shortlist of artwork with different departments within the City, including the City Arts Initiative, the Access Team, Highways and Planning, in order to take account of their views regarding the artwork considered in this year's project. Early liaison with City planning officers is being actioned as a priority; close working relationships with colleagues is key to the successful delivery of the scheme.

In terms of funding, overall, projected external financial contributions from partner's amounts to a total of £220k. In addition, the following in kind contributions have been confirmed for Year 4:

- Artwork valued at £5 million as loan from art galleries, equivalent to £350,000 of in-kind contribution (rental value).
- A 25% discount for the artwork installation and de-installation costs.
- Insurance costs covered by the project partners, equivalent to an estimated value of £15-20k.

For Year 4, the project Advisory Board members agreed in December 2013 the following points:

- To continue to promote the project to local businesses, with a view to bringing two additional partners on board.
- To select artwork that it's robust and easy to maintain, clean and repair in order to avoid the removal of artwork as a result of damage and potentially undertaking restoration costs. In addition, the artwork selected should be suitable for display in the public realm.
- To focus on maintaining the high quality and critical mass of artworks, despite the increase in project size.
- To work with a range of galleries, and to feature both established and emerging artists.
- To appoint an external consultant, Lacuna PR Ltd, as the Co-director of the project to manage the relationships with the external partners and ensure a successful communication strategy. Lacuna PR Ltd has been involved in the City's public art project since its inception in 2010 and forms an essential part of the team to continue to deliver the project. Lacuna PR Ltd will be appointed on a stage payment performance

	<p>contract, with payment related to obtaining a set number of artworks and partners. This contract is incentivised in allowing a 10% commission against all cash contributions made by partners, thereby ensuring high levels of client management and fundraising performance.</p> <ul style="list-style-type: none"> • To continue connecting the project to local attractions, for example Leadenhall Market and public transport hubs (Liverpool Street station). • To maintain and improve the social benefits of the project through the provision of additional school workshops. <i>Open-City</i> (external consultant), will continue to deliver the events; 8 schools will be participating this year (2 more than in the previous year) and 24 - 30 on-site school workshops will be delivered. • To hold another public art debate as part of the Frieze International Art Fair in October 2014. The venue and the speakers should be adequately selected. • To continue bi-monthly meetings with the Communications Sub-Group (comprising members from the project partner organisations), aiming to deliver a broader and more successful communications strategy and PR campaign. <p><u>Year 5 (2014-2015)</u></p> <p>The public art project will continue to be delivered as an annual rolling programme, renewed every summer and this report also seeks to request funding for Year 5 of the project. The City's public art initiative is gaining growing support from art galleries, Members and local stakeholders year upon year. The timely approval of funding for Year 5 (2015) will allow the delivery team to strengthen relationships with both existing and new project partners and a broader range of art galleries.</p>					
<p>Programme</p>	<p>The key dates for Year 4 (2014) are as follows:</p> <table border="1" data-bbox="323 1330 1318 1514"> <tr> <td>• March – Final selection of artwork</td> </tr> <tr> <td>• April – Submit planning applications for artworks</td> </tr> <tr> <td>• May – De- installation of artworks Year 3</td> </tr> <tr> <td>• June – Installation of artwork Year 4</td> </tr> <tr> <td>• June – Launch event, "Sculpture in the City 2014"</td> </tr> </table> <p>It is proposed to plan the delivery of the project over two years on a rolling basis, and engage businesses and galleries over a programme for Years 4 and 5. This would enable better financial planning, facilitate Corporate Social Responsibility input from partners, enable businesses to make decisions in good time before the end of the financial year, and allow the galleries to contribute more fully as they plan their exhibitions two years in advance. This would also provide flexibility to allocate funding over the 2 year period and to plan for changing artworks on a 6 or 12 monthly basis, depending on what may work best for the project, galleries, partners and the City.</p>	• March – Final selection of artwork	• April – Submit planning applications for artworks	• May – De- installation of artworks Year 3	• June – Installation of artwork Year 4	• June – Launch event, "Sculpture in the City 2014"
• March – Final selection of artwork						
• April – Submit planning applications for artworks						
• May – De- installation of artworks Year 3						
• June – Installation of artwork Year 4						
• June – Launch event, "Sculpture in the City 2014"						

Budget

In Year 4 it is expected the cost of delivering the project will increase by approximately 20% due to:

1. Planned project growth, scale and scope.
2. Greater project delivery costs as a result of installing more artworks (14-16 pieces in total).
3. Increase in costs to organize and deliver additional school workshops and community events (28-30 in total).
4. Increase in costs to deliver a better targeted promotional campaign and communications strategy.
5. The City is actively seeking more external partners and it is planned that this increase in Year 4 will be covered by securing new external business partners and an additional contribution from the City.

Funding sources are as follows (*please refer to Table 02*):

- Projected income from external partners amounts to a total of £220k. This is inclusive of the expected contribution from two new partners, resulting in a total of 10 project partners for this Year's project. Confirmed financial contributions in Year 4 are from:
 - Hiscox
 - Aviva
 - Aon
 - Willis
 - British Land
 - IVG-Europe
 - Brookfield
 - WR Berkeley
- City's contribution will increase to an overall figure of £90k, funded from environmental enhancement contributions and the interest accrued on the Pinnacle Section 106 agreement.

This increase will enable the City to better manage the project, given its increased scale and profile, and maintain a leading role as project coordinator. The implementation of Year 3 (2013) of the project proved to be considerably more challenging, and it required significantly more resources (fees and staff costs) when compared to previous years. As a result it is proposed that costs to de-install Year 3 artwork are to be covered by the additional funds requested to implement this year's project. (*Please refer to Appendix B for full breakdown of costs*)

In previous years, City officers have undertaken all project management responsibilities for the delivery of the project, including:

- Planning and organising the installation and de-installation of the artworks.
- Liaising with galleries and resolving technical requirements for the installation and de-installation of sculptures.
- Preparing and submitting planning applications for the artworks.
- Preparing Health & Safety Risk Assessments.
- Liaising with project partners and local stakeholders to enable the delivery of the project.
- Organizing the on-going maintenance and cleaning of the sculptures.

- Overseeing on-site installation and de-installation works.
- General project management tasks and on-going administration of the project.

The additional funding requested in this report will enable officers to optimize the delivery of the scheme by outsourcing the project management tasks listed above. An external consultant will be appointed to undertake this work, which will be supervised by a CoL officer.

Taking account of the increased external contributions from the project partners, this means that the City will fund 29% of the total capital value of the project; with external partners providing 71% of the project value (please refer to Table 01).

Table 01. Financial contributions; Years 1 - 5

Annual project	External contributions (£)	Percentage of total project cost External contributions (%)	City contributions (£)	Percentage of total project cost City contributions (%)	TOTAL PROJECT VALUE
Year 1 (2010-2011)	£24,500	28%	£63,269	72%	£87,759
Year 2 (2011-2012)	£79,500	52.5%	£72,000	47.5%	£151,500
Year 3 (2012-2013)	£170,000	76%	£54,000	24%	£224,000
Year 4 (2013-2014)	£220,000	71%	£90,000	29%	£310,000
Year 5 (2014-2015) (projected income)	£220,000	71%	£90,000	29%	£310,000

Table 02. Projected funding sources (Year 4)

Funding source	Purpose	amount (£)
City of London Contribution (S106 agreement - Pinnacle development)	Project delivery	£50,000.00
External contributions (projected income from current project partners)	Project delivery	£170,000.00
Additional external contributions (anticipated)	Project delivery	£50,000.00
Additional funding requested (interest accrued, S106 agreement - Pinnacle development)	Delivery costs and consultant fees	£40,000.00
Total projected funding sources)		£310,000.00 *

* Please refer to Appendix B for full breakdown of costs.

<p>Risk</p>	<ol style="list-style-type: none"> 1. <u>Risk: Funding from external partners not secured</u> <u>Mitigating Action: Reduce.</u> Confirm financial contributions and overall budget ahead of confirming number of artworks to be installed. 2. <u>Risk: Artwork not suitable for City locations</u> <u>Mitigating Action: Reduce.</u> Involve art galleries, City officers at an early stage to ensure adequate sculptures are considered. Consult with the Highways team, planners and access advisor on potential sites for artworks as well as reviewing its suitability for public display. 3. <u>Risk: Artwork not covered by insurance policy</u> <u>Mitigating Action: Reduce.</u> Involve insurance providers at an early stage of the project to ensure that artwork is suitable for the proposed location and artwork materials are robust for an exterior display. 4. <u>Risk: Planning approval not being granted for the artworks selected.</u> <u>Mitigating Action: Reduce.</u> All artworks will be discussed with Planning Officers, ahead of submitting the planning applications. This liaison has already started for this year's installations. 5. <u>Risk: Lack of partnership working with leading art galleries, leading to a lower quality of artworks offered.</u> <u>Mitigating Action: Reduce.</u> Continue dialogue with galleries to ensure they remain aware of the benefits of exhibiting artworks in this area. 6. <u>Risk: Maintenance and installation costs exceeding available budget.</u> <u>Mitigating Action: Avoid.</u> Liaise with galleries to ensure all costs are planned for, and budgets take into account artwork-specific maintenance regimes.
<p>Communications</p>	<p>Officers consult on a regular basis with the Advisory Board, project partners, and local stakeholders.</p> <p>Since its inception in 2010, the Advisory Board, chaired by Mr Michael Cassidy, has met on a regular basis and has proved to be a successful governance body for the project. The Board is responsible for making decisions and ensuring a consistent quality of artwork is maintained.</p> <p>In October 2013, the Advisory Board appointed the external consultant Lacuna PR Ltd, who has been involved in this project since its inception, as Co-Director of the Sculpture in the City project, along with the Assistant Director, Environmental Enhancement.</p> <p>The role of Lacuna PR Ltd is proposed to be expanded for Year 4. This will enable the communications and relationships with existing partners to be more closely managed as well as promoting the project more widely and bringing on board new partners. Experience has shown that it is important to maintain good working relationships with project partners and galleries. Lacuna PR Ltd has previous experience of event management in similar projects. The consultant will also manage and direct the marketing campaign, in collaboration with an external PR consultant (appointed by the City) and the City's Visitor development Team in Culture, Heritage and Libraries.</p>

	<p>An external PR consultant will prepare and deliver a targeted marketing and PR campaign in line with the City's corporate objectives. The campaign will be monitored by <i>the Communications Sub-Group</i>, which is formed by representatives from the project partners and managed by Lacuna PR Ltd. The Communications Sub-Group will provide a steer to the press and marketing campaign and will help to develop a link between the Communications and PR departments from the various partners.</p> <p>Internally, all installations and de-installation works will be planned in consultation with the relevant CoL departments and local stakeholders.</p>
<p>Benefits achievement</p>	<ul style="list-style-type: none"> • The streets and spaces have been enhanced with public art and art-related activities in line with Corporate Strategic and Cultural objectives (CoL Cultural Strategy, Visitor Strategy and Core Strategy objectives). • Strong partnerships have been created with key private businesses and stakeholders in the area. • The reputation of the City of London as a cultural centre has been promoted. • Public art makes the City a more attractive place to be contributing to the reasons why businesses would wish to remain or locate in the City • The economic, social & cultural benefits and impacts of the project have been highlighted in a report published by BOP Consulting in 2013. The study demonstrates that an arts and culture cluster contributes <i>[...to the bringing vibrancy and diversity to the City by shaping the identity of the area, and providing learning and active citizenship opportunities...]</i>.
<p>Lessons</p>	<ul style="list-style-type: none"> • Sculptures with a powder coated finish are not suitable for public display, since damage is not easy to repair. • The City needed to separately arrange insurance for some of the high value pieces of artwork. This was an additional cost to the project that was not known until a later stage. For Year 4, insurance costs will be confirmed at an earlier stage. • Storage costs for the crates that the artwork was delivered in are an additional cost for Year 3 that was not anticipated. In Year 4, this cost will be taken into account. • Transport costs for some of the artwork for Year 3 were much higher than anticipated due to the distance that they travelled. These costs will be fully explored and known in advance for Year 4. • Close working relationship with Access and Highways team is necessary, in order to foresee the requirements for appropriate locations on street. • To select artworks that will not encourage the public to climb on them so mitigating measures such as security barriers and railings are not required. Additional physical barriers detract from the quality of the installation and can create clutter in a public space. • Early consultation with insurance providers will inform the selection of artwork.

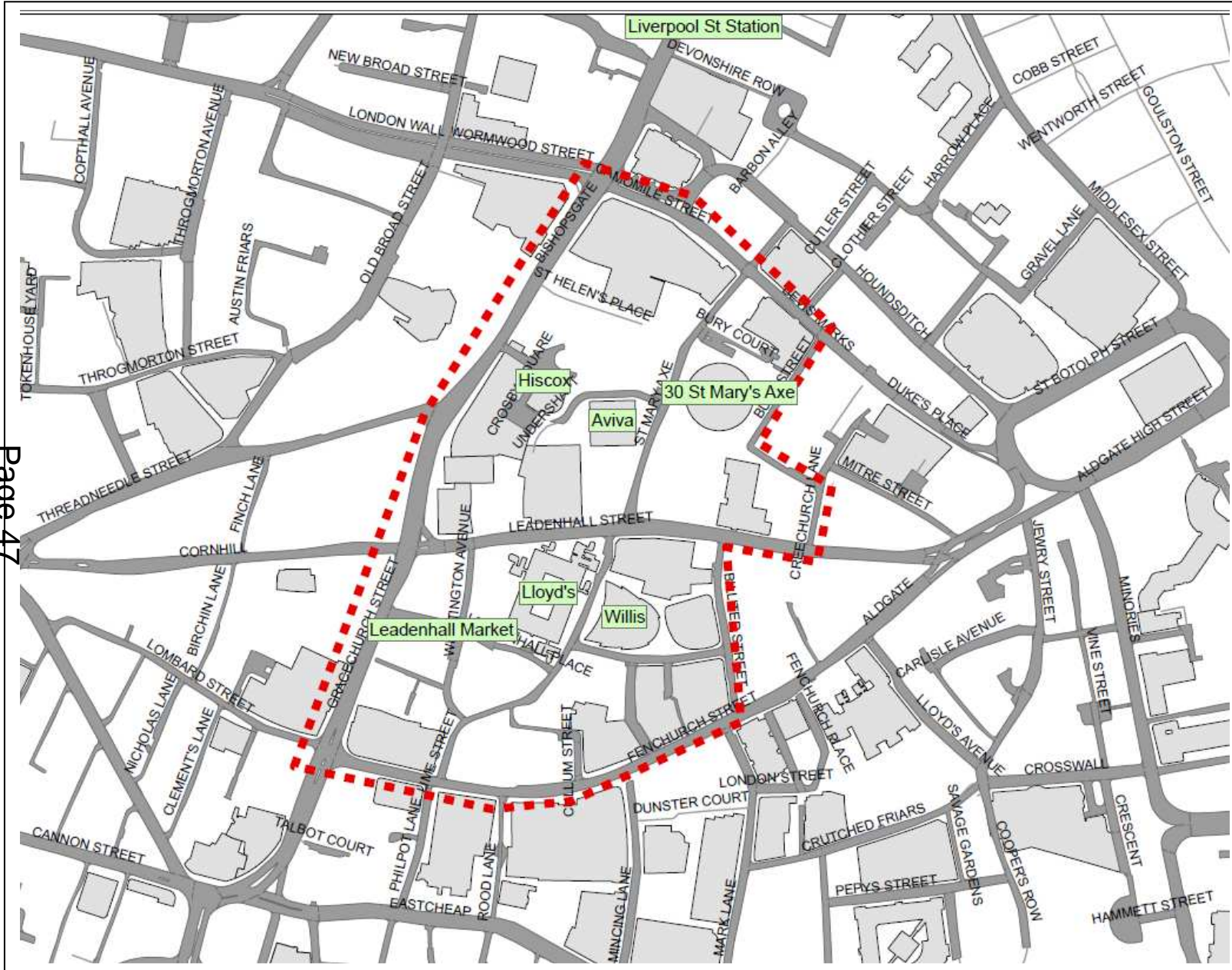
	<ul style="list-style-type: none"> In November 2013, one of the sculptures, "Love" by Robert Indiana, which was installed at the corner of Bishopsgate and Wormwood Street, was 'tagged' with spray paint. As a result of this, the owner of the sculpture requested that it be removed and repaired by specialists. The project's insurance policy will cover all restoration costs (approximate value £30k). The lessons from this incident will be taken on board in Year 4 when considering new potential artwork and its vulnerability for public display.
Recommendations	<ul style="list-style-type: none"> i) Note the contents of this update report and agree the shortlist of artworks considered for Year 4, attached in Appendix C. ii) Approve the additional contribution of £40k (total City contribution £90k) for the implementation of this Year's project, funded from the interest accrued on the S106 obligation connected to the Pinnacle development. iii) An increase of £4,000 on the budget of Year 3, to cover additional staff costs incurred in the delivery of last year's project. iv) Approve the appointment of Lacuna PR Ltd as a consultant for Year 4 at a cost of £50,000 to be funded from the overall project budget. v) Approve a contribution of £90k from the interest accrued on the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 5 (2014-2015). vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded;
Next Progress Report	Autumn 2014

Report author:

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Appendices

Appendix A Map of sculpture space, Year 4. Boundary Area.
Appendix B Budget breakdown – Year 4 (2013 -2014)
Appendix C Shortlist of artworks proposed for Year 4



Appendix B Budget breakdown – Year 4 (2013 -2014)


	YEAR 4 (2013-14) <i>Projected costs (based on previous years)</i>	YEAR 4 (2013-14) <i>Estimated/Confirmed costs</i>
Fees		
	amount (£)	amount (£)
Lacuna PR Ltd – project consultant	£24,000.00	£50,000.00
Cleaning and maintenance of artwork installed (9-12 months)	£0.00	£10,000.00
Marketing and PR campaign	£15,950.00	£15,000.00
Website and photography	£12,500.00	£2,000.00
Open City – School workshops and community events	£64,200.00	£50,000.00
Insurance for the artwork	£0.00	£2,000.00
Storage of cases (9-12 months)	£0.00	£4,000.00
Incidentals	£0.00	£2,000.00
Col costs - fees (<i>requested additional funds</i>)	£0.00	£40,000.00
Works		
		amount (£)
De-installation of artwork	£93,318.00	£41,756.00
Installation of artwork		£85,244.00
Staff Costs		
		amount (£)
Col internal staff costs (allocated funds)	£8,000.00	£8,000.00
Total projected costs - Year 4		
	£217,968.00	£310,000.00
Sub - total <i>projected</i> income - External contributions		
	£153,346.00	£220,000.00
Sub - total <i>projected</i> income – City of London contribution		
	£50,000.00	£90,000.00
Total projected income - Year 4		
	£ 203,346.00	£ 310,000.00

**Sculpture in the City 2014
Shortlist**

Sculpture in the City 2014


William Benington Gallery

Sculpture in the City 2014




Title	Deadly Nightshade
Date	TBC
Material	Painted and powder coated stainless steel
Dimensions	5.3x2.7x0.9m
Weight	120kg
Details	Wild's sculptures are an investigation into the semiotics of the materials that he uses: from polished and painted stainless steel through to glass and ceramic. He is interested in the indeterminate in relation to three-dimensional form.

Julian Wild **Sculpture in the City 2014**



Title	Salvia
Date	TBC
Material	Powder coated and polished stainless steel
Dimensions	3.5x2x1.8m
Weight	200kg
Details	Wild has made a series of sculptures that act as man-made versions of natural structures. These works look at the relationship between colour and sculpture, in particular alluding to modernist sculpture of the 1960's

Julian Wild **Sculpture in the City 2014**




Title	Shapes in the Clouds I, II, III, IV, V
Date	2013
Material	Rosso Luana marble
Dimensions	Approximately 150cm diameter each
Weight	Approximately 5 tonnes each
Details	Randall-Page's work is informed and inspired by the study of natural phenomena and its subjective impact on our emotions. His work has become increasingly concerned with the underlying principles determining growth and the forms it produces.

Peter Randall-Page **Sculpture in the City 2014**

Marlborough Contemporary

Sculpture in the City 2014

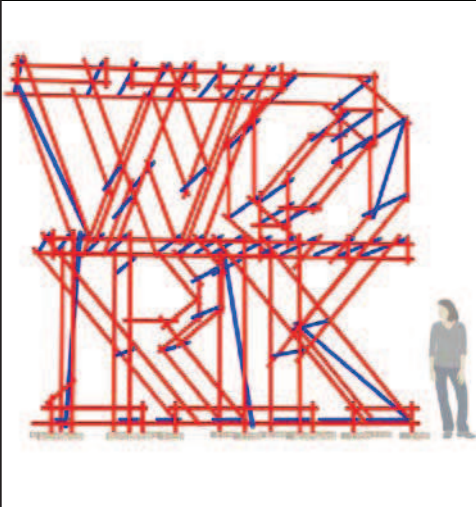


Title	Box sized DIE featuring...
Date	2007
Material	Iron, acoustic isolation material
Dimensions	1.8x1.8x1.8m
Weight	2 tonnes
Details	"Box sized die" is a live performance of a death metal band inside a sculpture. The name of the project underlines the fusion of concepts of death and life and the equilibrium between animated action and inanimate material.

João Onofre **Sculpture in the City 2014**

Lucy Drury

Sculpture in the City 2014

	Title <i>Work Scaffolding Sculpture</i>
	Date 2013
	Material Steel and aluminium scaffolding components
	Dimensions 5x2.2x4.5m
	Weight 1000kg
	Details <i>Work Scaffolding Sculpture</i> references Robert Indiana's iconic <i>Love</i> . Updating this idealistic 1960's sentiment, Long's sculpture is conceived for a time of financial and perhaps emotional austerity, and as a reflection of life in a rapidly evolving 21st century metropolis.
Ben Long	<i>Sculpture in the City 2014</i>

Stephen Friedman

Sculpture in the City 2014



Title	Figa
Date	2011
Material	Brick and mortar
Dimensions	1.9x0.7x0.5m
Weight	627kg
Details	This gesture is commonly used as a Brazilian charm. Assimilated into different cultures, the action holds other connotations from the protective to the obscene. 'Figa' represents a convergence of cultures and meanings dynamically presented in this sculpture.

Tónico Lemos Auad

Sculpture in the City 2014



Title	Circle Dance
Date	2010
Material	Highly polished stainless steel
Dimensions	Approximately 1.8x6.7m diameter
Weight	1450kg
Details	The origins for this work lie in a maquette made of oven roasting trays. Exploding the work to human scale accentuates the creases and lines embedded in the thin, malleable foil of the original. The disposable and everyday is exaggerated yet simultaneously transformed

Tom Friedman

Sculpture in the City 2014

White Cube

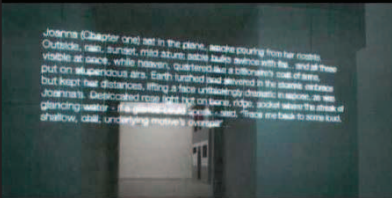
Sculpture in the City 2014



Title		Untitled - Mirror Column Rome
Date		2009
Material		Mirror/Specchio
Dimensions		3.2x0.6x0.6m
Weight		TBC


Cerith Wyn Evans

Sculpture in the City 2014




Title		TBC
Date		TBC
Material		Neon
Dimensions		TBC
Weight		TBC
Description		Example piece only – Cerith Wyn Evans is proposing a new piece for Sculpture in the City 2014

Cerith Wyn Evans **Sculpture in the City 2014**



Title		<i>Etymology of Desire</i>
Date		TBC
Material		Painted bronze
Dimensions		246x250x160cm
Weight		600kg
Description		

Marc Quinn **Sculpture in the City 2014**



Title		<i>Wonky Wheel</i>
Date		TBC
Material		TBC
Dimensions		Approximately 3m diameter
Weight		TBC
Description		

Gary Hume *Sculpture in the City 2014*

Blain Southern

Sculpture in the City 2014



Title	High Wind IV
Date	1995
Material	Bronze
Dimensions	1.75x0.67x1.2m
Weight	TBC
Details	Even at its most abstract and geometric there is usually an allusion to natural forms in Chadwick's work that underpins and gives vitality to it. There is movement too: implied rather than overt in <i>High Wind</i> and many others.

Lynn Chadwick

Sculpture in the City 2014



Title	Stairs
Date	1991
Material	Bronze
Dimensions	2.4x1.6x1.1m
Weight	TBC

Lynn Chadwick

Sculpture in the City 2014



Title	Doppelganger (Pink Rocinante)
Date	2009
Material	Bronze, enamel paint
Dimensions	1.95x1.9x1.1m
Weight	533kg
Details	Joo's work investigates the concepts of identity and knowledge in a hybrid contemporary world. He creates narratives that explore places, people and objects through reinterpreting perception: why do we perceive as we perceive

Michael Joo

Sculpture in the City 2014

Annely Juda Gallery

Sculpture in the City 2014



Title	Kiss
Date	2000
Material	Painted steel
Dimensions	2.4x2x1.1m
Weight	750kg – comes in 2 parts with steel subframe
Details	The changing relationships between space and form that occur when walking in landscape is paralleled in Hall's practice, in which both movement and stillness is expressed.

Nigel Hall

Sculpture in the City 2014



Title	Bigger Bite
Date	2010
Material	Bronze
Dimensions	2.9x3.8x1.2m – would need concrete base
Weight	850kg

Nigel Hall

Sculpture in the City 2014



Title		Mirrored
Date		2011
Material		Phosphor bronze
Dimensions		3x3.2x0.6m – needs to be bolted to a concrete base with steel bolts provided
Weight		1000kg

Nigel Hall

Sculpture in the City 2014



Title		Southern Shade I
Date		2012
Material		Bronze
Dimensions		2.5x2.7x0.5m – needs to be bolted to a concrete base with steel bolts provided
Weight		750kg

Nigel Hall

Sculpture in the City 2014



Title		Southern Shade V
Date		2012
Material		Phosphor bronze
Dimensions		2.5x2.4x0.6cm – needs to be bolted to a concrete base with steel bolts provided
Weight		750kg

Nigel Hall

Sculpture in the City 2014



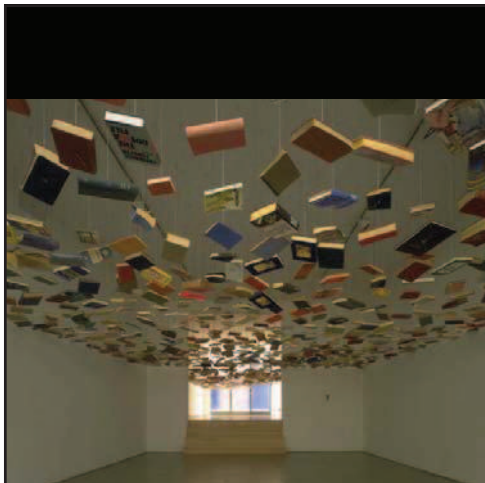
Title		Southern Shade I
Date		2013
Material		Bronze
Dimensions		3.3x3.2x0.7m – needs to be bolted to a concrete base with steel bolts provided
Weight		1000kg

Nigel Hall

Sculpture in the City 2014

Lisson Gallery

Sculpture in the City 2014



Title	False Ceiling
Date	1995
Material	Books and steel cable
Dimensions	TBC
Weight	TBC
Details	Wentworth's work, encircling the notion of objects and their use as part of our day-to-day experience, has altered the traditional definition of sculpture.
	Would need to be undercover.

Richard Wentworth

Sculpture in the City 2014

Messums Gallery

Sculpture in the City 2014



Title	Merlin
Date	TBC
Material	Bronze
Dimensions	2.2x1x0.2m
Weight	200kg including base
Details	"...As a craftsman [McCrum] is expert in her ability to invest solid forms with spring life and to make heavy objects appear light enough to fly. As a philosopher in stone she is cogent, clear and consoling. The passing of time is unlikely to make her work look dated." Ann Elliott

Bridget McCrum

Sculpture in the City 2014

Mark Titchener

Sculpture in the City 2014



Title	I want a better world I want a better me
Date	TBC
Material	TBC
Dimensions	TBC
Weight	TBC

Mark Titchener

Sculpture in the City 2014

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Agenda Item 4c

Committee(s):	Date(s):
Streets and Walkways Sub Committee (For Decision)	10 th March 2014
Finance Committee (For Decision)	25 th March 2014
Projects Sub Committee (For Decision)	2 nd April 2014
Subject: Queen Street Pilot Project Gateway 7 (Outcome Report)	Public
Report of: Director of the Built Environment	For Decision

Summary

Dashboard

Project Status	Green
Timeline	Project Closedown - Gateway 7
Total Estimated Cost and source of funding	TOTAL = £4.28m (£2.5m - City of London, £1.75m - Transport for London, £30K - Arts Council England)
Spend to Date	Current Spend = £4.164m Upcoming Spend = £29K (see Section 14: Outstanding Actions)
Overall project risk	Green

Brief description of project

The Lord Mayor launched the Queen Street Pilot Project in June 2000 as part of the then Street Scene Challenge Initiative. The Pilot was a strategy for a series of phased improvements in the Queen Street area. The project area principally between the Guildhall and Southwark Bridge was chosen to take advantage of the opportunities presented by the closure of sections of Queen Street as part of the City traffic and environment zone (CTZ) cordon. It was intended that the approach taken in improving the street scene of the Queen Street area be adopted in other appropriate parts of the City. In February 2003 following an extensive public consultation exercise, the Queen Street Pilot Project was approved by Planning and Transportation Committee.

The improvements were implemented in a phased manner over a 10 year period and delivered new public spaces which include: a shared space between Queen Victoria Street and College Street, enhanced greenery at St Pancras Church Garden (Pancras Lane), widened footways, public art installations and associated lighting improvements.

This project has pioneered opportunities to improve the City's streetscape for what is an historically important route between the Guildhall and Southwark Bridge. It also facilitated opportunities to test a suite of ideas, solutions and techniques which have been utilised in subsequent and on-going environmental enhancement projects; as part of a programme of public realm improvements.

In total, eighteen schemes have been completed as part of the Queen Street Pilot Project and the details of these are set out in Appendix A table 2, Appendix B Indicative Site Location Plans and summarised in the report.

Summary of funding sources

The total approved funding for the Queen Street Pilot Project is £4.28m. This consists of £2.5m from the City of London On Street Parking Reserve, £1.75m from Transport for London and £30K from Arts Council England.

Awards

The success of the project has been recognised through the achievement of 3 awards:

- Winner of the Urban Transport Design Award 2007 for: Queen Street central plazas project, awarded by Transport Practitioners
- Highly commended for: Queen Street Central Plaza, London Planning Awards 2007
- Highly commended for: the Institution of Highways and Transportation national award for urban design 2007 for the Queen Street Pilot Project street scene scheme.

Recommendations

Outcome Report recommendation

- i) The outcome report is received and actions noted, and the Queen Street Pilot project inclusive of all project elements is formally closed down.
- ii) £29,000 of the remaining funds from the Queen Street Pilot project (On-Street Parking Reserve) is utilised to complete some minor outstanding actions (which include signage and paving alterations) that have yet to be implemented as part of the original St Pancras Church Garden project scope.

Overview

1. Evidence of Need	<p>The closure to sections of Queen Street as part of the City Traffic and Environmental Zone (CTZ) presented pedestrian enhancement opportunities following a significant reduction in local vehicular traffic in the area. This traffic reduction and the increasing numbers of City workers in the area, meant that improvements to the local environment and pedestrian movement could be brought forwards to address identified deficiencies.</p> <p>The Lord Mayor's processional route runs through the heart of the area and the route between the Guildhall and Southwark Bridge is also of historic significance. This project offered the opportunity to enhance these routes to create streets and spaces of a quality that is in keeping with the status of the area.</p> <p>The Queen Street Pilot Project heralded a modal shift in the City's approach to public realm enhancement and the importance of pedestrian movement.</p>
2. Project Scope and Exclusions	<p>The February 2003 Committee approval highlighted a number of streets that would be part of the Queen Street Pilot Project and these are listed in the table below:</p>

	<p>To enable the project to be delivered in such a complex and busy area, Members agreed that the project would be broken down into manageable phases that would be implemented individually and then linked up.</p> <p>Because the project is an area based improvement scheme, as part of the City's Borough Spending Plan funding application to TfL, the project was split into three project areas:</p> <ul style="list-style-type: none"> • Queen Street (including plazas & Watling Street) • King Street (including Ironmonger Lane) • Southwark Bridge (including Southern 'Gateway') 					
	<table border="1" data-bbox="419 692 1391 1458"> <thead> <tr> <th data-bbox="419 692 1391 759">List of Project areas within the Queen Street Pilot (February 2003)</th> </tr> </thead> <tbody> <tr> <td data-bbox="419 759 1391 887"> <ul style="list-style-type: none"> • Entrance to Guildhall Yard • St Pancras Churchyard • Watling Street </td> </tr> <tr> <td data-bbox="419 887 1391 1077"> <ul style="list-style-type: none"> • Queen Street Upper & Lower Plaza • Cannon Street Crossing • Queen Street Gateway • Upper Thames Street Crossing </td> </tr> <tr> <td data-bbox="419 1077 1391 1312"> <ul style="list-style-type: none"> • King Street • Queen Street • Ironmonger lane • St Pancras Lane • Well Court </td> </tr> <tr> <td data-bbox="419 1312 1391 1458"> <ul style="list-style-type: none"> • Queen Street Place • Southwark Bridge • Temple of Mithras </td> </tr> </tbody> </table>	List of Project areas within the Queen Street Pilot (February 2003)	<ul style="list-style-type: none"> • Entrance to Guildhall Yard • St Pancras Churchyard • Watling Street 	<ul style="list-style-type: none"> • Queen Street Upper & Lower Plaza • Cannon Street Crossing • Queen Street Gateway • Upper Thames Street Crossing 	<ul style="list-style-type: none"> • King Street • Queen Street • Ironmonger lane • St Pancras Lane • Well Court 	<ul style="list-style-type: none"> • Queen Street Place • Southwark Bridge • Temple of Mithras
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<ul style="list-style-type: none"> • Queen Street Place • Southwark Bridge • Temple of Mithras 						
<p>2. Link to Strategic Aims</p>	<p>This project has links to the following strategic aim:</p> <ul style="list-style-type: none"> •To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes <p>This project will provide a more accessible, green and attractive street environment that has benefits for walking which is a sustainable mode of transport with other health related outcomes</p>					
<p>3. Within which category does the project fit</p>	<p>Substantially reimbursable Asset enhancement/improvement (capital)</p>					

4. What is the priority of the project?	Desirable																																																																											
5. Resources Expended	<p>The following tables (6.1 – 6.3) are a record of the resources expended. They have been separated into project areas, Queen Street Pilot, King Street Treatment and Southwark Bridge as originally approved in February 2003.</p> <p>Table 6.1: Queen Street Pilot Expenditure</p> <table border="1" data-bbox="432 568 1517 808"> <thead> <tr> <th>Project Code</th> <th>Task Name</th> <th>Approval Amount (Budget)</th> <th>Total</th> <th>Underspend</th> </tr> </thead> <tbody> <tr> <td>16008063</td> <td>Fees</td> <td>328,310.76</td> <td>315,696.09</td> <td>12,614.67</td> </tr> <tr> <td></td> <td>Staff Costs</td> <td>23,115.24</td> <td>23,115.24</td> <td>0.00</td> </tr> <tr> <td></td> <td>Works</td> <td>1,552,025.00</td> <td>1,548,941.32</td> <td>3,083.68</td> </tr> <tr> <td></td> <td>TOTAL</td> <td>1,903,451.00</td> <td>1,887,752.65</td> <td>15,698.35</td> </tr> </tbody> </table> <p>There was a total underspend against budget £15,698.35. This project is now completed. See Section 14 “Outstanding Actions”</p> <p>Table 6.2: King Street Area Treatment Expenditure</p> <table border="1" data-bbox="432 987 1517 1200"> <thead> <tr> <th>Project Code</th> <th>Item</th> <th>Approval Amount (Budget)</th> <th>Total</th> <th>Underspend</th> </tr> </thead> <tbody> <tr> <td>16008064</td> <td>Fees</td> <td>140,381.10</td> <td>140,381.10</td> <td>0.00</td> </tr> <tr> <td></td> <td>Staff Costs</td> <td>11,151.90</td> <td>11,151.90</td> <td>0.00</td> </tr> <tr> <td></td> <td>Works</td> <td>982,394.00</td> <td>950,049.92</td> <td>32,344.08</td> </tr> <tr> <td></td> <td>TOTAL</td> <td>1,133,927.00</td> <td>1,101,582.92</td> <td>32,344.08</td> </tr> </tbody> </table> <p>There was a total underspend against budget of £32,344.08.</p> <p>Table 6.3: Southwark Bridge Area Expenditure</p> <table border="1" data-bbox="432 1341 1490 1556"> <thead> <tr> <th>Project Code</th> <th>Item</th> <th>Approval Amount (Budget)</th> <th>Total</th> <th>Underspend</th> </tr> </thead> <tbody> <tr> <td>16008065</td> <td>Fees</td> <td>189,257.15</td> <td>189,062.97</td> <td>194.18</td> </tr> <tr> <td></td> <td>Staff Costs</td> <td>23,177.67</td> <td>23,177.67</td> <td>0.00</td> </tr> <tr> <td></td> <td>Works</td> <td>1,033,069.00</td> <td>962,625.75</td> <td>70,443.25</td> </tr> <tr> <td></td> <td>TOTAL</td> <td>1,245,503.82</td> <td>1,174,866.39</td> <td>70,637.43</td> </tr> </tbody> </table> <p>There was a total underspend against budget of £70,637.43.</p> <p>The overall underspend against budget amounts is £118,679.86.</p>	Project Code	Task Name	Approval Amount (Budget)	Total	Underspend	16008063	Fees	328,310.76	315,696.09	12,614.67		Staff Costs	23,115.24	23,115.24	0.00		Works	1,552,025.00	1,548,941.32	3,083.68		TOTAL	1,903,451.00	1,887,752.65	15,698.35	Project Code	Item	Approval Amount (Budget)	Total	Underspend	16008064	Fees	140,381.10	140,381.10	0.00		Staff Costs	11,151.90	11,151.90	0.00		Works	982,394.00	950,049.92	32,344.08		TOTAL	1,133,927.00	1,101,582.92	32,344.08	Project Code	Item	Approval Amount (Budget)	Total	Underspend	16008065	Fees	189,257.15	189,062.97	194.18		Staff Costs	23,177.67	23,177.67	0.00		Works	1,033,069.00	962,625.75	70,443.25		TOTAL	1,245,503.82	1,174,866.39	70,637.43
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Outturn Assessment

6. Assessment of project against Success Criteria	The Queen Street Pilot Project was approved prior to the advent of the Project Gateway Reporting system. However, the main aim of the project was to provide a high quality, pedestrian focussed environment by enhancing both appearance and functionality, with innovative and carefully integrated design proposals.
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	<p>The main objectives are summarised below:</p> <ul style="list-style-type: none"> • Create new and enhanced public spaces for the benefit of local workers, residents and visitors whilst promoting access for all. • Reduce street clutter using an integrated approach to street furniture, signposting etc. • Use a consistent palette of selected materials based on durability, low maintenance and value for money • Introduce more green elements such as street trees and pocket parks. • Accentuate streetscape with lighting and integration of public art whilst improving the setting of listed buildings and archaeological sites. • Create a safe and pedestrian friendly environment by means of widening of footways and improvement of crossings. Reduce pedestrian/vehicle conflict. Consideration of the integration of cycle routes. • Rationalise on-street parking, access and service requirements and minimise the detrimental impact of traffic, including noise. • Co-ordinate streetscape proposals with on-going programme of private development proposals. • Develop the Art Strategy, including the idea of curating the public space within the project area with a programme of (temporary) arts events. <p>The Queen Street Pilot Project has improved the appearance of streets and spaces within the area and to date this achievement has been recognised with awards for setting high standards for public realm. These have been summarised in the Project Summary section at the beginning of this report.</p>
<p>7. Programme</p>	<p>Given the broad nature of this project the programme was developed as a series of phases: Please see table below which lists completed schemes:</p>

Table 8.1: Summary of Completed Schemes 2003 - 2013

2003-2005	1) Guildhall Yard Phase 1 –	2) Guildhall Yard Phase 2	3) Gresham Street/King Street junction	4) College Street	5) Watling Street	6) Public Art Phase 1
2005-2007	7) Pancras Lane	8) Public Art Phase 2	9) Whittington Gardens	10) Ironmonger Lane	11) Central Plazas	
2007-2009	12) King Street Connecting Route	13) Queen Street - Connecting Route / Cloak Lane/ College Street	14) Public Art Phase 3 – City of London Festival Installations	15) Upgrading and Improving Lighting – Installation of wall mounted fittings across area		
2009-2011*	16) Guildhall Yard (King Street) – Seating and planting adjacent to crypt	17) Southern Gateway – Planting and cycle route / resurfacing upgrade				
2011-2013*	18) St Pancras Church Garden					

*On September 21st and 22nd 2009 respectively, Members approved a Queen Street Update report to both the Streets & Walkways and Finance Committees. At the time 15 schemes had been completed between 2003 and 2009 (as summarised in table 8.1 above).

The report highlighted that although the majority of the Queen Street schemes had been completed, 3 schemes (**16**, **17** and **18**) were outstanding and would be progressed as part of a subsequent revised programme of remaining works. These schemes have recently been completed and were as follows:

- St Pancras Churchyard,
- King Street Treatment (Guildhall Area)
- Southwark Bridge - Upper Thames Street/Southern Gateway

8. Budget	<p>The total funding available for this project is £4,28m comprised of: £2,5m (On Street Parking Reserve - OSPR), £1,75m (Transport for London - TfL) and £30,000 (Arts Council).</p> <p>The anticipated outturn cost, including the outstanding signage and paving for St Pancras Garden estimated at £29,000, is £4,193,202, a net reduction of £89,798 against the total budget. After taking account of additional funding from TfL of £60,000 secured in 2010/11, there was a net reduction in the call on the OSPR of £149,798. This reduced requirement has been largely factored in to the latest forecast of the reserve and has assisted in mitigating a potential shortfall.</p>
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9. Risk

The main project risks were as follows:

Table 10.1 : Main Project Risks

Risk	Mitigating Action
Ground conditions impact on design	Liaised with City Engineers, consultants, developer and other stakeholders with an interest (such as TfL and Utilities companies) early on to ensure designs were robust and fit for purpose.
Closures to implement works and impact on traffic	Liaised with the consultant CDM Co-ordinator, City's Engineers and the City Parking Service to ensure that closures were programmed in a timely manner. This ensured works were delivered to programme, did not impact on public safety and vehicular access was appropriately managed.
Legal Agreements impact on the programme and delivery of the St Pancras Church Garden scheme	Agreed a long lease agreement with the owners of the site and engaged with the Comptroller & City Solicitor, City Planning Officer and City Surveyor to ensure the project met the programme of delivery. Note: The City's acquisition of the garden space was part of an extensive legal process which spanned many years of negotiation as the ownership of the development site changed hands.
English Heritage require approvals for design/method statements	Met with the Inspector of Monuments (English Heritage) to ensure that designs were sensitive to the underlying archaeology on the site and artefacts remained undisturbed.
Programme shifts as a result of neighbouring redevelopments	The programme was extended to take account of the neighbouring redevelopments. The use of the City's term contractor was beneficial in this respect as they could be pulled off the site without incurring any cost penalties.
Bespoke granite from China not delivered on time.	There was a delay in receiving the bespoke granite planters from China. However, they were considerably cheaper than European alternatives and as a result this element came in under budget (Southern Gateway planters).
Proposed cost estimates exceed the budget tolerance	Design to budget. In the case of the St Pancras Church Garden scheme it was agreed that a partnership with the City and Guilds School would deliver the level of quality required at a competitive price compared to other consultant expressions of interest.

<p>10. Communications</p>	<p>Officers from the then Department Planning and Transportation worked closely with colleagues from the then Department of Environmental Services and the Open Spaces Department to deliver the extensive Queen Street project programme. Working with the Highways maintenance Term Contractor also assisted with continuity of communication across the various projects. The current Term Contractor has increased their communications role in projects with the use of a dedicated staff member for this purpose.</p> <p>Communication was managed in a number of ways to enable all interested parties to engage with the project development. There were regular update reports to Committee informing Members of the various stages of scheme development to obtain necessary approvals.</p> <p>Officers worked closely with a number of stakeholders in order to achieve the appropriate level of engagement and buy-in. It was important to engage with landowners and developers to ensure that they were kept informed of all relevant project progress.</p> <p>Public consultations exercises were undertaken by carrying out a series of exhibitions and delivering related consultation material either as leaflets or electronically on the City of London website.</p> <p>Liaison was necessary with stakeholders such as TfL to agree elements of project design. Where work was to be carried out close to TfL streets (Upper Thames Street) engagement was necessary over work permits and Section 159 agreements to agree TfL funding/reporting parameters.</p>
<p>11. Benefits achieved to date</p>	<p><u>Central Plazas at Queen Victoria Street and Cannon Street</u></p> <ul style="list-style-type: none"> • More space for walking • Shared use of space has reduced cycling speeds and no accidents have been reported. • Improved visual environment • Consistent coordinated use of materials as part of the agreed palette within Project area <p><u>Southern Plaza (Southern Gateway/Upper Thames Street)</u></p> <ul style="list-style-type: none"> • More space for walking • Monitoring suggests that the shared use of space has reduced cycling speeds and no accidents have been reported. • Increased green coverage through introduction of planters and associated seating • Segregation of desire lines for pedestrians and cyclists to reduce conflict at the Queen Street / Upper Thames Street junction • Rationalisation of street furniture and introduction of way-finding information

	<p><u>Walking Routes (including: College Street Watling Street and Ironmonger Lane)</u></p> <ul style="list-style-type: none"> • Widening of footways to provide more space for walking • Shared use of space and timed closures have reduced the impact of vehicular traffic, reduced cycling speeds and pedestrian conflict with other road users. • Improved visual environment through a consistent and coordinated use of materials <p><u>Whittington Gardens</u></p> <ul style="list-style-type: none"> • Reconfiguration/re-landscaping of garden space • Improved visual environment through a consistent and coordinated use of materials • Increased/improved opportunities for seating • Introduction of publicly accessible artwork - installation of statues from the Italian Embassy <p><u>St Pancras Church Garden</u></p> <ul style="list-style-type: none"> • Creation of new green public space from a previously disused derelict site • Partnership working with the City and Guilds School and links to educational opportunities to learn about arts and crafts and the City's archaeological heritage • Preservation of the City's Heritage assets <p><u>Guildhall + King St</u></p> <ul style="list-style-type: none"> • Enhancement of the City's processional routes. Namely, a positive improvement to the experience of the Lord Mayor's Show. • Improved crossing points and opportunities for seating close to the City's civic core (Guildhall) • De-cluttering and consistent use of street furniture to highlight the City's local heritage • Upgrading of lighting in King Street/Queen Street and walking routes off the main thoroughfare. <p><u>Light up Queen Street</u></p> <ul style="list-style-type: none"> • A series of temporary lighting installations as part of a wider City of London Festival programme.
<p>12. Strategy for continued achievement of benefits</p>	<p>The success of the Queen Street Pilot Project is typified by the consistent use of materials. This achievement has successfully created a link between spaces which often appeared unrelated in the past.</p> <p>The consistency of these enhancements has led to innovations throughout the Queen Street area and influenced the approach to</p>

	<p>subsequent public realm improvements throughout the City.</p> <p>It is important that an appropriate maintenance regime remains consistent to ensure the continued success and quality of the public realm.</p>										
<p>13. Outstanding actions</p>	<p>The Queen Street Pilot Project is complete. However, there are some minor outstanding actions which have yet to be implemented as part of the original project scope. These minor works consist of signage to highlight the public nature and historic evolution of the space; and some paving alterations.</p> <p>The total cost of carrying out these works is estimated at £29,000 as shown in Table 14.1 below.</p> <p>Table 14.1: Proposed St Pancras Garden Signage and Paving Alterations</p> <table border="1" data-bbox="422 741 887 947"> <thead> <tr> <th>Item</th> <th>Estimate</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>2,000</td> </tr> <tr> <td>Staff Costs</td> <td>3,000</td> </tr> <tr> <td>Works</td> <td>24,000</td> </tr> <tr> <td>TOTAL</td> <td>29,000</td> </tr> </tbody> </table>	Item	Estimate	Fees	2,000	Staff Costs	3,000	Works	24,000	TOTAL	29,000
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Staff Costs	3,000										
Works	24,000										
TOTAL	29,000										

Review of Team Performance

<p>14. Governance arrangements</p>	<p>No project board was used. The project was led by the senior responsible officer, with committee approvals sought for project elements.</p>
<p>15. Key strengths</p>	<ul style="list-style-type: none"> • The successful implementation of various Queen Street pilot project elements was developed through officers working closely with a number of designers and artists to achieve an innovative approach to public realm improvements. • The working relationship between the Environmental Enhancement Division, engineers, consultants, clients and other stakeholders was important to achieve an integrated scheme and preserve its longevity. • The use of the City’s highway maintenance term contractor enabled a more flexible approach to the timing of the works which was necessary given the numerous external factors that influenced the programme over an extended period of time. • The ability to frame agreements with the Comptroller and City Solicitor has enabled an effective change control when priorities/scope of individual schemes was altered. • Utilising the Highways Maintenance Term Contractor to implement the works has provided a more efficient delivery of the projects and enabled changes to be made to programmes and details without incurring penalties.

16. Areas for improvement	<p>A Project board and use of the new Gateway system for a project of this size would have been beneficial. This would have enabled a more structured process for scheme development which would allow for:</p> <ul style="list-style-type: none"> • Agreed priorities and processes • Programme changes • More efficient delivery of phases • Project Advocates/Champions • Clearer response to Issue resolution
17. Special recognition	n/a

Lessons Learnt

18. Key lessons and how they will be used and applied	<ul style="list-style-type: none"> • The success of the project is defined by the importance of a consistent, standard palette of materials. This eases the burden of maintenance by utilising standard commercially available materials that are easily procured. • Shared surfaces have not only improved the appearance of the Queen Street Area but have also improved how people behave in a busy public realm. • Cyclists have had to adapt to the presence of pedestrians particularly in the central and southern plaza areas. This has resulted in reduced cycle speeds and improved safety for all road users. The Southern Gateway is a good example of reducing potential conflict between pedestrians and cyclists. • The use of granite setts is a feature of the Queen Street Pilot Project and has proved to be successful in areas of high pedestrian footfall. However, their use in busy road junctions and areas close to development sites has inadvertently hastened the degradation of the carriageway due to the high frequency of carriageway excavation to accommodate various services in this area. As a consequence of this experience officers have been trialling the use of anti-skid surfacing on raised tables as an alternative to setts and the results of this trial are expected soon. • Going forward, enhanced coordination of utility works and reparations would ensure the integrity of the streets and better preserve enhancements.
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Appendices

Appendix A	Table 1: Final Outturn (November 2013)
	Table2: Completed Schemes to Date (2003-2013) - (to be read in conjunction with Map 1)
Appendix B	Map 1: Site Location Map (to be read in conjunction with Table 2)

Contact

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Appendix A: Queen Street Pilot Project Expenditure Tables

Table 1: Final Outturn (November 2013)

Items	CoL Contributions (£)	Other Contributions (£)	(£) Total
Expenditure to date: -Completed Schemes	2,326,202	1,838,000	4,164,202
Anticipated cost of outstanding signage and paving for St Pancras Church Garden	29,000	-	29,000
Anticipated outturn cost	2,355,202	1,838,000	4,193,202
Budget (as reported September 2009)	2,500,000	1,783,000	4,283,000
Anticipated underspend against budget	-144,798	+55,000	-89,798

Table 2: Completed Schemes to Date (2003-2013)

Scheme	Project Element	(£)
1	Watling St - Timed closure and repaving including seating and planting	528,900
2	College St - Repaving and seating	256,703
3	Guildhall Phase 1 Guildhall Yard - Creation of special paved area, seating and planting	249,583
4	Guildhall Phase 2 King St Junction - Raised table at junction	171,039
5	Public Art (stage1) - Temporary installations in Queen Street Area	103,533
6	Public Art 2 - Light Up Queen Street: a series of temporary lighting installations	231,569
7	Pancras Lane/Sise Lane - Repaving and raised tables	183,348
8	Whittington Garden - Re-landscaping and seating including installation of statues from the Italian Embassy	95,427
9	Ironmonger Lane - Repaving and Raised tables	238,325
10	Central Plaza Areas - Creation of two large plazas with connected crossing to form a large public space. With seating and planting	930,166
11	King Street Connecting Route - Widening footways and repaving	301,868
12	Queen Street - Connecting Route/Cloak Lane/College St - Widening footways and repaving	153,605
13	Queen St Connecting Route Cheapside/Queen Vic St -Widening footways and repaving	242,037
14	Public Art 3 – City of London Festival Installations	8,600
15	Upgrading and Improving Lighting – Installation of wall mounted fittings	51,091
	Sub TOTALS	3,745,794
	Costs of developing approved outstanding schemes in (2009)	9,387
16	King Street Treatment - Guildhall Area) seating and planting adjacent to St Lawrence Jewry Church	32,656
17	Queen Street Pilot - St Pancras Church Garden	256,183
18	Southwark Bridge Area - (Southern Gateway) – Creation of 2 elliptical planters and reconfiguration of the cycle lane with associated resurfacing	120,182
	Sub-total	413,254
	TOTAL	4,164,202

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Appendix B: Queen Street Pilot Project - Indicative Site Location Plan

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Committee(s):	Date(s):
Streets & Walkways Sub-Committee	10 March 2014
Subject:	Public
Globe View Walkway Consultation Report	
Report of:	For Decision
Director of Built Environment	

Summary

Dashboard

Timeline	Working towards Detailed Options Appraisal – Gateway 4
Total Estimated Cost	£750K - £1.5m (TfL, Section 106 and CIL)
Spend to Date	£64,415 – comprising of: £30,636 (staff costs) and £33,779 (consultant fees)
Overall project risk	Medium

This report provides an update on the public consultation on the Globe View Walkway project. Copies of the full public consultation responses are available in the Members' Reading Room.

This project relates to a section of the Riverside Walk under the residential building at Globe View. This section of walkway has been gated shut since its construction in 2003, due to problems of rough sleeping and fire lighting that resulted from the poor layout, environmental quality and disconnected nature of this section of walkway.

Following Initial discussions with Ward Members, resident representatives and the City of London Police, a Gateway 3 (outline options appraisal) report on this project was considered by Committees in October 2012. This set out three options:

- 1) Keeping the east-west section of the walkway under the building, creating an exit by opening up an existing window at the eastern end and creating a small section of external walkway to replace the north south section of walkway that currently runs through the building.
- 2) Enhancing the existing walkway on its current alignment through the building
- 3) Re-directing the walkway around the building on a new external walkway structure over the Thames.

Members agreed that Option.1 set out above be taken forward and consulted upon with local residents. Plans are attached in Appendix A.

The public consultation was carried out between August and October 2013. A total of 39 responses were received. There is a 50/50 split between respondents that support the proposed re-configured layout with a section of external walkway and respondents that would prefer to see the existing configuration maintained without a section of external walkway.

The main issues raised by residents in relation to the external walkway are noise disturbance from people using the walkway and gathering, particularly customers from the adjacent restaurant/bar. Further advice has been taken from the City of London Police. The Police advice is that the walkway should not be opened on its existing alignment, as it would be very likely that there would be a repeat of previous anti-social behaviour, and would present a

danger to those using the walkway, particularly at night and particularly vulnerable users. They are supportive of the creation of the small section of external walkway, as the best way to reduce the risk to residents and users.

Given the mixed response to the consultation, it is recommended that further consultation and communication with residents is undertaken, with input from the City of London Police before the Gateway 4 report is brought forwards. This will include the consideration of modifications to the existing internal walkway that could help to design out crime, including CCTV.

An additional £8,500 of Transport for London LIP funds were been made available for spend on this scheme in financial year 2013/14. Furthermore, it is proposed that an additional £20,000 is approved to cover the costs of further communication and consultation that are required to take the project forward to Gateway 4, to be funded from the funds available from the Watermark Place Section 106.

Recommendation

It is recommended that:

- (i) The results of the public consultation are received and actions noted;
- (ii) A budget increase of £28,500 is approved, funded from Transport for London LIP funds for 2013/14 (£8,500) and the Watermark Place Section106 obligation (£20,000).

Main Report

Background

1. Globe View is a residential block of flats with a restaurant/bar on part of the ground/1st floor accessed via Stew Lane. The Riverside Walkway in this area currently follows a long diversion route along High Timber Street (away from the River) which is confusing and frustrating for many users.
2. The section of Riverside Walkway under Globe View has been closed to the public for more than a decade. After a few months of being opened in 2003, problems of rough sleeping and anti-social behaviour occurred, including fire-lighting which was of particular concern to residents. These problems were due to the isolated and disconnected nature of this covered walkway and its layout and narrow openings.
3. The main objective of this project is the opening of the Riverside Walkway at Globe View. The project is a high priority of the Riverside Walk Enhancement Strategy and was approved at Gateway 3 in October 2012 where Members considered 3 options:
 - 1) Keeping the east-west section of the walkway under the building, creating an exit by opening up existing window at the eastern end and creating a small section of external walkway to replace the north south section of walkway that currently runs through the building.
 - 2) Enhancing the existing walkway on its current alignment through the building.
 - 3) Re-directing the walkway around the building on a new walkway structure over the Thames.
4. Option 1 was approved to be taken forward at Gateway 3 because it could provide a workable solution that would solve a lot of the problems that the current internal walkway has through the provision of a more direct an open route. Option 2 was not recommended to be taken forward because it would not sufficiently overcome the

safety/antisocial behaviour concerns associated with the internal walkway. Option 3 was also not recommended to be taken forward because it was not supported by residents and had received a mixed response from officers and local businesses. Appendix A includes a plan of the area and the proposals. Appendix B includes photographs of the existing walkway.

5. The neighbouring section of Riverside Walkway under Sir John Lyon House to the west of Globe View was completed in 2009 and the completion of the walkway to the east is planned through the implementation of a planning permission for a hotel at Queensbridge House. The development agreement between the City and the developer also includes the provision of Riverside Walkway under the neighbouring residential building at Queens Quay. Work on this development is expected to commence in spring 2014.

Public Consultation Exercise

6. A public consultation exercise was carried out between August and October 2013 on the Globe View walkway proposals.
7. The consultation involved several meetings with residents and local occupiers and a detailed leaflet explaining the proposals was sent to all occupiers. The consultation leaflet included the enhancement of the east-west section of the internal walkway and two sub-options for the section of external walkway to provide the north-south connection to Stew Lane: one with a narrower platform and one with a wider platform. A total of 39 responses to the leaflet were received and these are summarised in Table 1 below. The vast majority of these responses are from residents of Globe View and Queens Quay.

Table 1: Summary of consultation responses

Preference	Number of respondents choosing Preference
Option 1 (smaller section of external walkway)	9
Option 2 (larger section of external walkway)	7
Both options (1 or 2)	2
Re-Open existing internal walkway	18
Do Nothing	2
No response	1

8. There is a 50/50 divide between those respondents that support the section of external walkway and those that would prefer to see the internal walkway re-opened without a section of external walkway. In addition, 2 respondents have suggested doing nothing, i.e not re-opening the walkway at all.
9. One of the main comments received from residents is concern about noise disturbance to the flats above from people using the proposed external walkway, particularly customers from the adjacent restaurant/bar. Other issues raised include concerns about anti-social behaviour and rough sleepers, the stability and visual impact of the proposed structure, flood risk, and the cost of the external walkway.
10. At a meeting with residents in October 2013 (minutes are attached at Appendix C), the results of the consultation were discussed and several suggestions for the way forward were aired. These included:
 - Making the external walkway narrower to reduce space for people to dwell;

- A covered or partially covered external walkway to reduce the impact of noise disturbance;
- A staged approach to the implementation of the scheme, involving a trial of the re-opening of the internal walkway following enhancements to lighting and the removal of ledges, with the external walkway only implemented if the trial is unsuccessful.

11. It was also made clear at this meeting that the walkway at Globe View would not be opened until the adjacent section of walkway at Queensbridge House/Queens Quay was also completed. This is so that the past problems of the walkway being disconnected and isolated are not repeated.

City of London Police Advice

12. Following the meeting with residents in October, further advice was sought from the City of London Police on the proposals. A site visit was carried out with their Architectural Liaison Officer and the walkway proposals were discussed.

13. The Police advice is that the walkway should not be opened on its existing alignment, as it would be very likely that there would be a repeat of previous anti-social behaviour and this would present a danger to those using the walkway, particularly at night and particularly vulnerable users. A key concern of the Police is the 'blind corner' at the eastern end of the existing walkway. There are similarities in this respect with other sections of internal walkway, such as at London Bridge, which is known to suffer from crime and anti-social behaviour problems.

14. The Police are supportive of the creation of the small section of external walkway to link the internal walkway with Stew Lane to the north, as approved by Members at Gateway 3. They consider that this is the best way to reduce the risk to residents and users. The Police are not supportive of a staged approach whereby the re-opening of the internal walkway would be trialled. This is because of the risk of anti-social behaviour and crime.

Next Steps

15. Given the mixed response to the consultation from residents and the advice received from the City of London Police in relation to security and anti-social behaviour, it is proposed that further communication and consultation is carried out before progressing to Gateway 4 (detailed options appraisal).

16. The possibility of re-opening the internal walkway will be further investigated with additional advice on designing out crime sought from the City of London Police, including the feasibility of CCTV. There is a possibility that a CCTV system could be linked to that of the adjacent Hotel development. However, the City of London Police will need to be satisfied that this will overcome their security concerns. Details of the management and monitoring of the system will also need to be agreed.

17. The following tasks will also be undertaken ahead of Gateway 4:

- Further communication and consultation with residents and occupiers;
- Further consultation will be carried out with the Environment Agency and the Port of London Authority;
- Investigation into the legal agreements and approvals required to carry out the works will be undertaken;
- Investigation of options for the City Walkway declaration, so that access rights may be withdrawn in limited circumstances;

- Investigation of funding sources to implement the works will be carried out.

18. It is proposed that no further design development of the external walkway is undertaken until the possibility of reopening the internal walkway with CCTV coverage has been fully investigated with the City of London Police.

19. The communication and consultation work will be carried out over spring and summer 2014, with the Gateway 4 report anticipated in autumn 2014.

Financial Implications

20. An additional £8,500 of Transport for London LIP funds were been made available for spend on this scheme in financial year 2013/14. Furthermore, it is proposed that an additional £20,000 is approved to cover the costs of the further communication and consultation that are required to take the project forward to Gateway 4, to be funded from the funds available from the Watermark Place Section 106 obligation. A breakdown of these costs is included in Table 2 below.

Table 2: Design and Consultation Costs to reach Gateway 4

Item	Estimated Cost (£'s)
Staff Costs*	28,500
Total	28,500

* inclusive of £8,800 staff costs already incurred

Appendices

Appendix A: Location Plan and Proposals that were consulted upon

Appendix B: Photographs of existing internal walkway

Appendix C: Minutes of post-consultation residents meeting

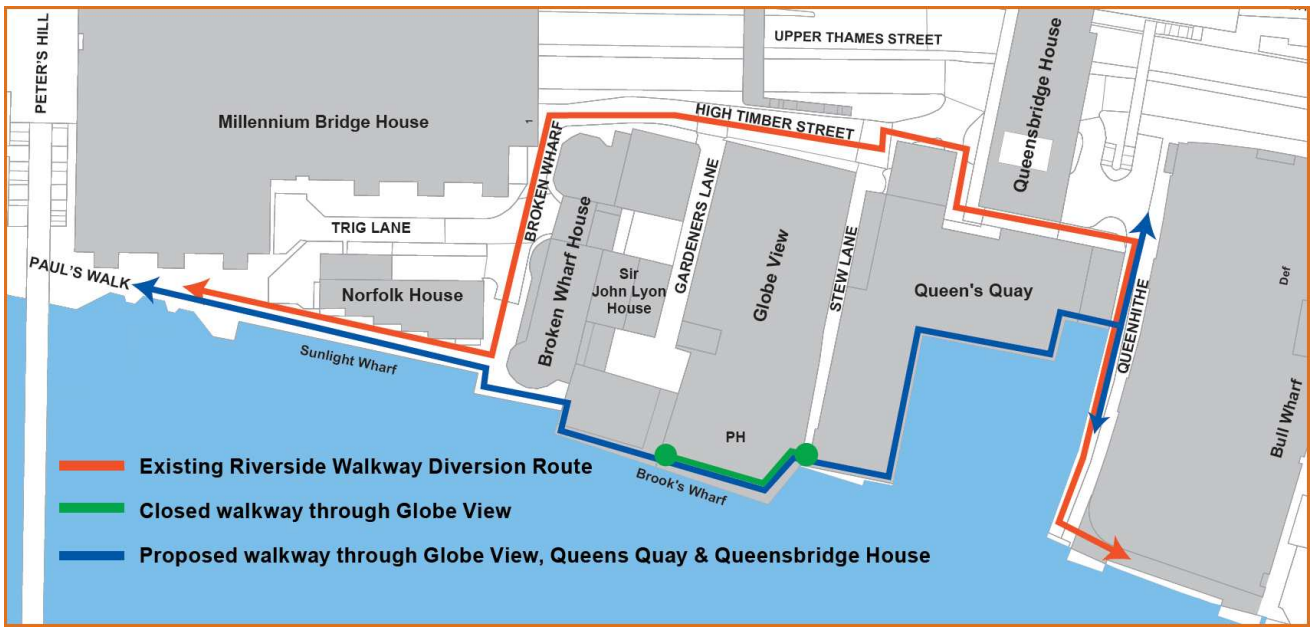
Background Papers

- Gateway 3 report October 2012

Author

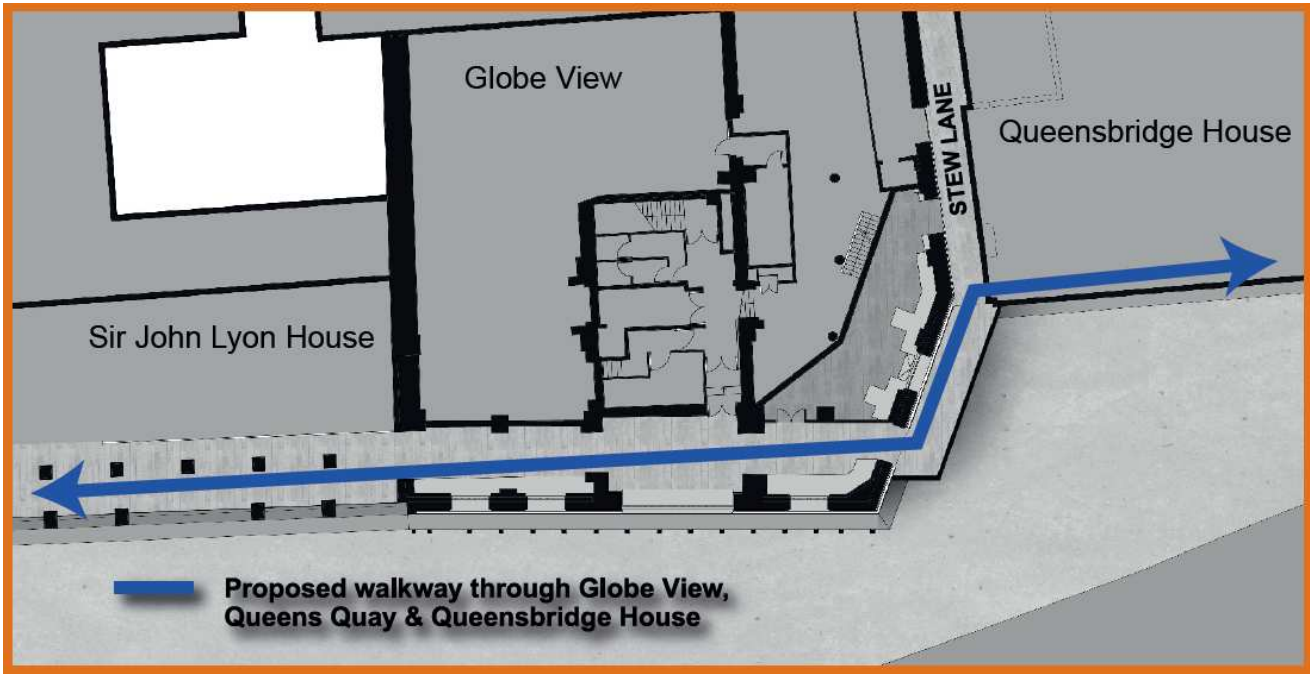
Melanie Charalambous
Principal Project Officer (Environmental Enhancement)
020 7332 3155
Melanie.charalambous@cityoflondon.gov.uk

Appendix A

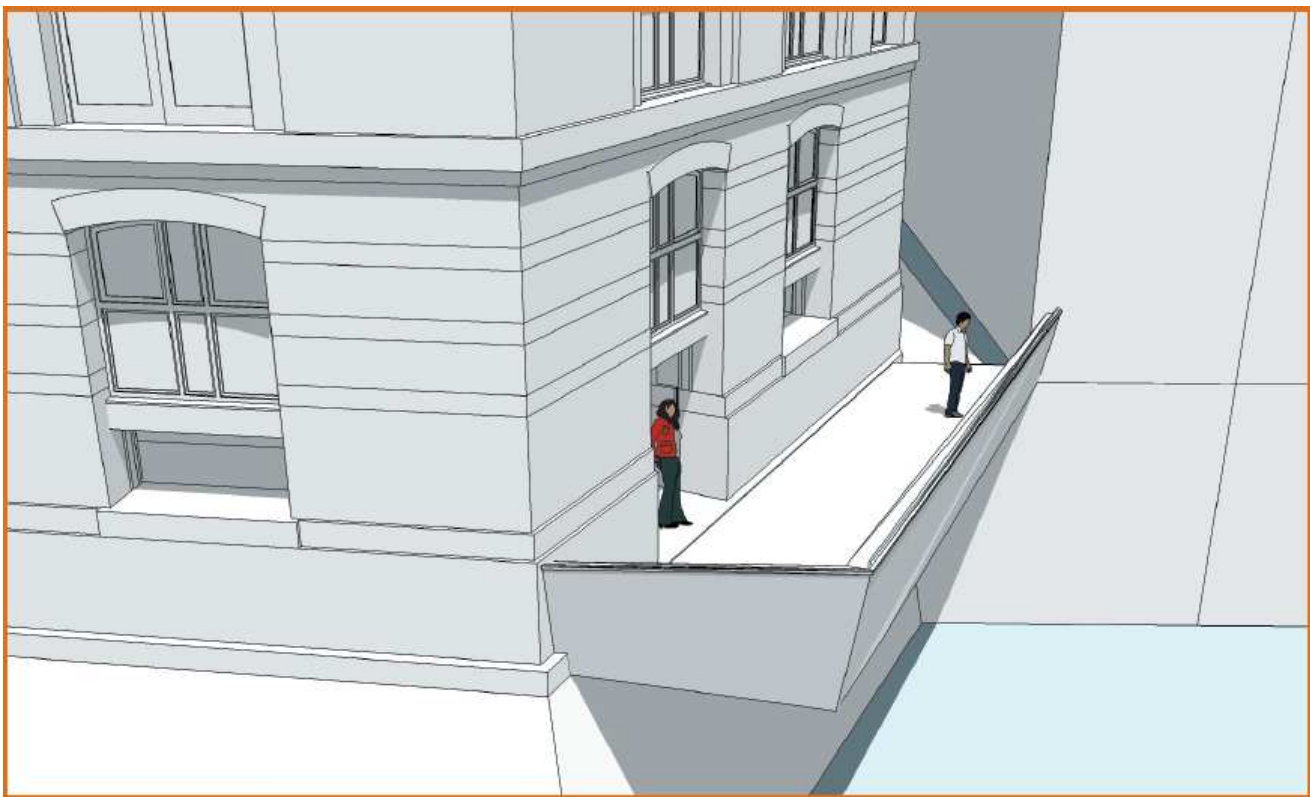


Location Plan

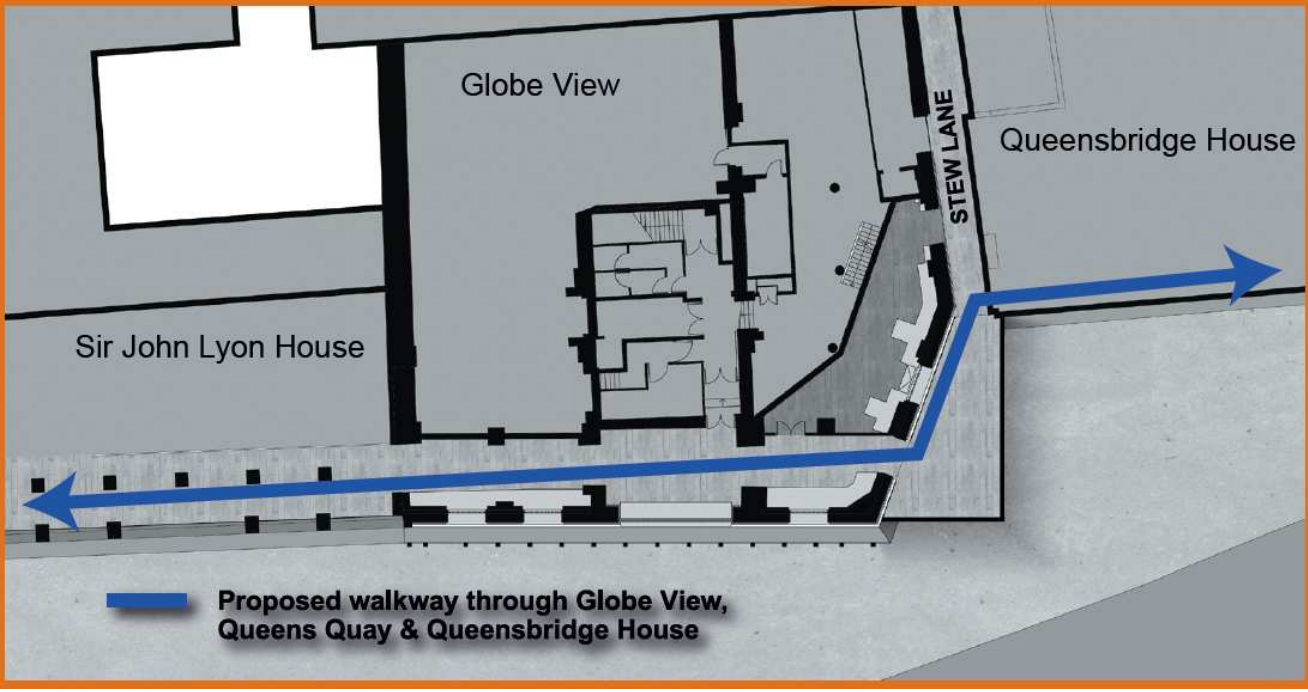
Plans that were consulted on



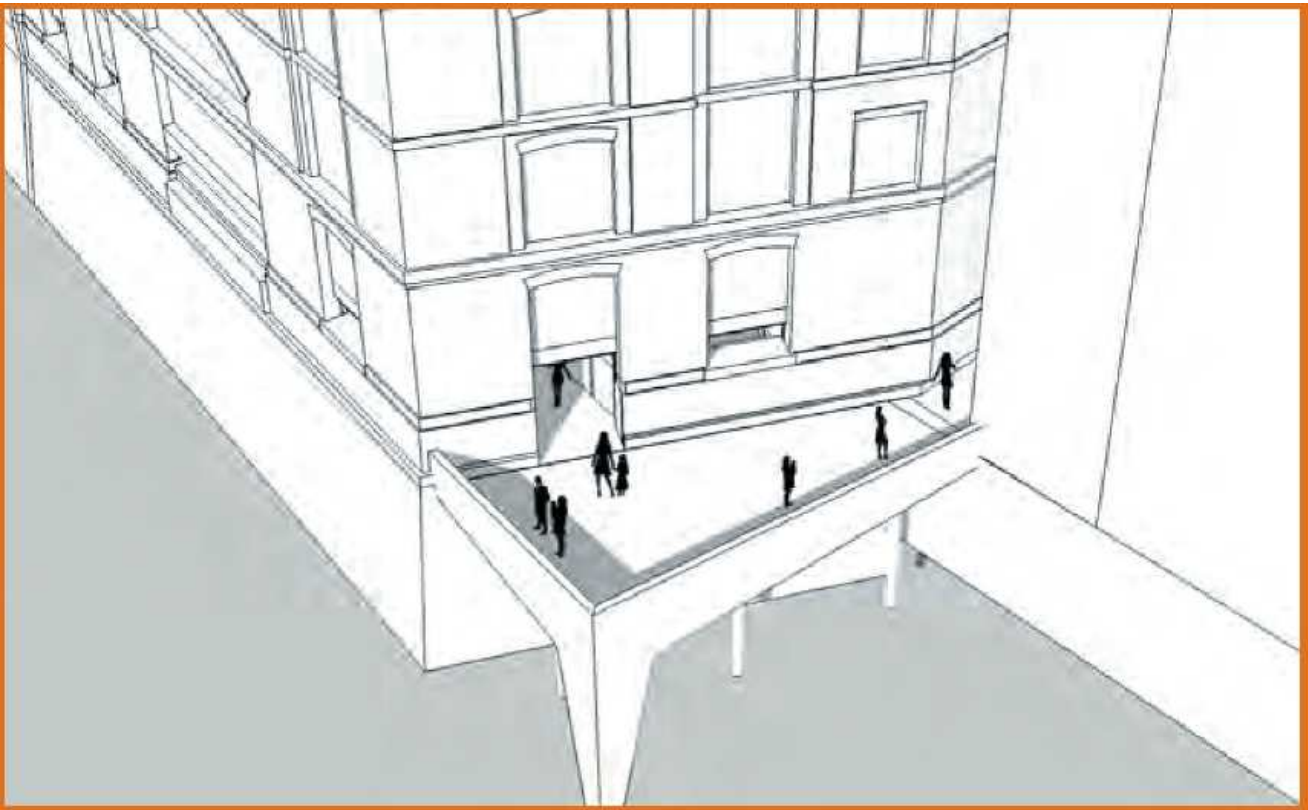
Option 1 (smaller section of external walkway)



Option 1 (smaller section of external walkway)



Option 2 (larger section of external walkway)



Option 2 (larger section of external walkway)

Photographs of Existing closed internal walkway



North-south section of covered walkway



North-south section of covered walkway, approaching 'blind corner'



East-west section of covered walkway



Entrance to East-west section of covered walkway at Sir John Lyon House

Appendix C: Minutes of post-consultation residents meeting
(Names have been removed)

**Globe View Walkway
Consultation meeting minutes**

**24 October 2013
18:00 – 19:00**



Minutes:

	<p><i>Chairman's Introduction</i></p> <p>The Chairman explained that there had been a pre-consultation meeting with residents in June. A full public consultation on the project then took place in August-September. The meeting this evening is a follow-up to this consultation.</p>
	<p><i>Overview of the project</i></p> <p>VC presented an overview of the project and a summary of the consultation responses received:</p> <ul style="list-style-type: none">• Globe View walkway is a part of the Thames Path National Trail.• The redevelopment of Globe View made provision for the construction of an internal riverside walkway through the development. However, a decision was made to close the walkway due to the current layout attracting antisocial behaviour and rough sleepers, pending the completion of the rest of Riverside Walkway.• It is the City's long standing policy objective to complete the Riverside Walkway including the section under Queensbridge House/ Queens Quay that is proposed through the hotel redevelopment.• The Hotel developers are progressing the Queensbridge House development and hope to start late 2013, subject to finalising funding arrangements and all consents. Realistically this is likely to be the first quarter of 2014.• The existing walkway at Globe View has narrow entrances and ledges and is not direct. Advice from City of London police is that reopening current walkway creates a less safe environment and so options to improve alignment were looked at.• Proposal is to realign the existing walkway and provide an additional section of external walkway over the river connecting to Stew Lane.• Two options consulted on for the size of the external walkway. The larger walkway has benefits for visitors but we also need to consider residential amenity• Proposal also includes removing ledges, enhanced lighting, larger window openings where possible and artwork. <p><i>Consultation responses</i></p> <ul style="list-style-type: none">• Around 40 responses have been received• There is an approximate 50/50 split between those that prefer the section of external walkway and those that prefer to re-open the existing walkway (see summary below)

Preference	Number of respondents choosing Preference
Option 1 (smaller section of external walkway)	9
Option 2 (larger section of external walkway)	7
Both options (1or2)	2
Re-Open existing walkway	18
Do Nothing	2
No response	1

Key Issues and Residents Comments

- There was a suggestion that the external walkway could be even narrower than shown to encourage through movement and discourage dwell.

VC – policy for walkways is a minimum of 3m wide. We need to bear in mind access requirements for wheelchairs but will take this point on board.

- There were several comments about noise disturbance in relation to the proposed external walkway, particularly in relation to the pub. There was also concern about noise from rollerbladers.

- Concerns were expressed about existing problems of noise, rough sleepers and drug dealing

- There was a question about a possible a bridge over Queenhithe?

VC – Queenhithe dock is a scheduled ancient monument and this has been looked at in the past and rejected by English Heritage. We will nonetheless consult English Heritage to clarify the position.

- Concern was expressed about the risk of terrorism

VC- We are working closely with the City of London Police on this and other schemes in the City. The whole City is a crowded place and considered to be a risk.

- There was a suggestion that the external section of walkway could be covered by a roof to limit noise disturbance and a discussion about the possibilities for a roof and its form: the roof could cover part of the external walkway (eg half the width) and could be designed to prevent climbing.

VC – We have looked at this option and will continue to consider it. However, it will be difficult to achieve an appropriate design that is not climbable.

- There was a question about how the external structure would be built: piles visible at low tide, flood protection and PLA approval.

VC – PLA have been consulted and did not raise objections. Flood defence walls would be necessary and very likely that piles would also be necessary for both sizes of walkway options.

- There was a discussion about rough sleepers: a covered walkway may encourage rough sleepers but a narrow walkway may discourage them. Bumpy paving may also discourage them. Removing the right angles would also help.

VC- we could consider rough granite setts in some parts of the covered walkway. Layout could also be looked at.

- There was a query about whether a sprinkler system or CCTV could be installed.

VC- This will be considered in developing the detailed design for the walkway

- There was a discussion about approvals required from the Globe View Freehold Company to build the external walkway.

- There was a query about whether the owners of flats had been consulted.

VC- We have only consulted occupiers and this is the standard consultation approach at this stage of a project.

- There was a query about what the status of the walkway would be.

VC- It would be City Walkway whereby the City has rights over the surface but no land rights. City cannot prevent smoking on City Walkway but cycling and rollerblading are illegal but currently difficult to enforce against.

- There was a suggestion that the internal walkway could be enhanced (lighting, removal of ledges & hiding places etc) and then opened up. It could then be monitored for a period to see if any problems occurred. If problems did occur, the external walkway could be brought forwards.

VC- Yes we could consider a staged process and this option can be put to City of London Committee Members following police advice. However, we would not want to open the Globe View walkway until the neighbouring section under the hotel is complete.

Next steps

- VC reiterated that the walkway at Globe View would not be opened until the walkway at Queens Quay is completed. This could be as long as 2 -3 years depending on the developer's programme.

- The City of London Police would be further consulted on the phased option raised by residents.

- The results of the consultation will be reported to City of London Committees, including the options discussed.

- Following this, further design work and consultation would be required before then going back to City of London Committees for a final decision. Residents will be kept informed.

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Committee:	Date:
Streets and Walkways Sub Committee	10 March 2014
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
<p><u>Summary</u></p> <p>This report provides details of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman of the Streets and Walkways Sub (Planning and Transportation) Committee, in accordance with Standing Order Nos. 41(a) and 41 (b).</p> <p>Recommendations:- That the action taken be noted.</p>	

Main Report

Background

1. Standing Order Nos. 41(a) and 41(b) provide mechanisms for decisions to be taken between scheduled meetings of the Planning and Transportation Committee, either where it is urgently necessary that a decision be made or where the Committee has delegated power for a decision to be taken.

Decisions Taken under Urgency Procedures

2. The following action has been taken under **Delegated Authority**, Standing Order No. 41 (b)-

Gateway 5 – Authority to Start Works – Silk Street

3. Authority was delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of both the Streets and Walkways and Projects Sub Committees to proceed to Gateway 5 (Authority to Start Works) in light of further consultation which was required with residents and stakeholders.
4. The responses to the consultation process can be found in the Members' Reading Room) and the proposals which have been approved under Delegated Authority are summarised below -
 - to provide an enhanced pedestrian environment and increase the amount of greenery in the area
 - to widen the southern and eastern footways on Silk Street to provide more space for pedestrians; this will also provide opportunity to introduce additional street trees adjacent to the Guildhall School of Music and Drama
 - to install a raised section of carriageway outside the main entrance to the Barbican Centre and this feature will primarily serve to enhance the status of the entrance and calm driver behaviour; and
 - to simplify the layout of the junction of Silk Street and Beech Street – so reducing the number of zebra crossings from four to two which will provide wider footpaths for pedestrians.

5. The total estimate cost of the project is £856, 203. A budget tolerance of £150,000 was proposed for potential utility and paving works, however, this was not supported by the Projects Sub Committee. Should further funding be required, officers would need to submit a further report.
6. A Gateway 6 (progress report) would be presented to Members during the implementation phase.

Action agreed under delegated authority

- 1) That approval be given to start work based on the proposals contained in the attached report, **however, the budget tolerance of £150,000 in relation to potential utility and paving works be not approved; and**
- 2) Officers be authorised to progress any necessary Traffic Orders.

Conclusion

7. Members are asked to note to contents of this report.

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Agenda Item 10

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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