

<b>Committees:</b> Streets and Walkways Sub - <i>for decision</i>	<b>Dates:</b> 14 May 2024
<b>Subject:</b> Globe View Walkway – Opening up and enhancing the Riverside Walk  <b>Unique Project Identifier:</b> 10793	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Interim Executive Director Environment  <b>Report Author:</b> Leila Ben-Hassel	<b>For Decision</b>
<b>PUBLIC</b>	

### Summary

<b>1. Status update</b>	<p><b>Project Description:</b> To open and enhance the closed section of walkway at Globe View to complete the Riverside Walk. Completing a fully accessible Thames Path, a long-standing policy objective of the City. The Walkway opened to the public in March 2023</p> <p><b>RAG Status:</b> Green (Red at last report to Committee)</p> <p><b>Risk Status:</b> Low (Medium at last report to committee)</p> <p><b>Costed Risk Provision Utilised:</b> £72,279.</p> <p><b>Final Outturn Cost:</b> £744,760 (excl. Costed Risk Provision)</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b> Members are asked to note the conclusions of the report and approve the closure of the Globe View Walkway project.</p>
<b>3. Key conclusions</b>	<p>The main objectives of the project were to:</p> <ul style="list-style-type: none"> <li>• Have a continuous and accessible walkway.</li> <li>• Removal of hiding places and opportunities for anti-social behaviour and rough sleeping.</li> <li>• Enhanced and well-lit to improve the feeling of safety.</li> </ul> <p>These have been successfully achieved.</p> <p>Residents, visitors, local businesses and workers now enjoy a fully accessible Thames Path across the City. The section at</p>

	<p>Globe View is now as busy with people as the rest of the Thames Path in the City. With the new viewing platform, visitors dwell and take pictures of the riverside vista daytime and night-time alike.</p> <p>There were delays to the neighbouring hotel development which did impact on this project's overall programme. This was due to the sensitive residential nature of the location and the need to have the adjacent sections of walkway completed through the redevelopment before Globe View could be reopened.</p> <p>Officers liaised and worked closely with Ward Members from the outset and their commitment and championship of the project helped overcome obstacles swiftly as and when they arose.</p> <p>Officers also established positive working relationships with the representatives of Globe View building's freeholder company and maintained their engagement throughout the project through regular communication, meetings and site visits.</p> <p>The Police Architecture Liaison (Secure by Design Officer) was involved early in the design process which provided valuable design guidance to reduce opportunities for Anti-Social Behaviour (ASB). Since the covered walkway at Globe View was reopened in March 2023, there have been no reported incidences of rough sleeping or ASB. This is another key point of learning for the project team.</p> <p>A thorough site analysis was important to establish constraints early in the design process. Extensive research of the site history was undertaken (old photographs and drawings were found) as well as site investigations (including opening-up works of the existing brick build-ups). These informed the design development but additional finds during the construction phase led to minor changes. The main one was the central column. When the brick surround was fully removed, it revealed a historic cast iron support which was then turned into a design feature.</p>
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**Main Report**

**Design & Delivery Review**

<b>4. Design into delivery</b>	<p>Outline design options were developed in 2012 and focused on re-instating a section of closed walkway as well as building out an external pedestrian walkway over the river along the Globe View building to create a more direct walkway. However, this design approach did not secure sufficient local buy-in, and the project was paused to ensure closer coordination with upcoming plans for the</p>
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riverside walkway to the east relating to the Queensbridge House Hotel development.

Following planning approval for Queensbridge House Hotel in January 2012 and starting of works on site, City officers liaised closely with the developer and re-started the project in May 2014 through an Issues' Report. However, due to significant delays with the hotel development, the design programme was subsequently further impacted. The design resumed in 2018 and focused on assessing whether physical alterations to the existing internal walkway together with monitored CCTV could achieve a design solution delivering the project objectives of creating an accessible and welcoming Thames Path.

In summer 2019, officers conducted a public consultation on outline design options (more details on the options are available in the next section). The Option which received the greatest support focused on:

- maximising natural light through sloping the brick work beneath openings.
- screening areas above the ledges (see annotated picture 1 in Appendix 5 – Before Photos) to minimise opportunities for rough sleeping and provide additional lighting.
- designing out potential anti-social behaviour by minimising blind spots through alterations to the brickwork of abutments (see annotated picture 2 in Appendix 5 – Before Photos)

This preferred option was taken through to detail design in March 2020.

Extensive research into the site history, historic structural drawings as well as on-site structural investigations (opening-up up works) helped establish design parameters, particularly with regards to the extent of the alterations to the brick work based on the structural engineer's assessment.

Early engagement with manufacturers and suppliers helped finalise design details such as the type of metal mesh, type of light fittings and reduce the risk of issues during installation on site.

Works started on site in May 2022. Demolitions uncovered steel support beams that were not fireproofed. To maximise the feeling of height in the covered walkway, it was decided to leave the steel beams exposed and treat them appropriately. They were painted the same colour as the ceiling to maximise brightness and with specialist fire retardant paint in accordance with professional fire safety advice. These additional fire safety works impacted on the budget as explained in section 11 of this report.

	<p>During construction, the infill of two abutments was uncovered and deemed not sufficiently structurally sound. Rebuilding was undertaken with the appointed structural engineer and the Freeholder's own engineer jointly supervising works on site.</p> <p>An historic cast iron collar on the central column was uncovered during demolition work which was not shown on historic plans. It was decided to celebrate this unexpected historic feature painting it in City of London's heritage red (matching Holborn Viaduct and Blackfriars Bridge. Please see pictures in Appendix 2.</p>
<p><b>5. Options appraisal</b></p>	<p>The option that was favoured during consultation was developed to detailed design stage. The design focused on brick work alterations and minimisations to abutments and ledges on the southern wall the covered walkway to maximise natural light and minimise blind spots.</p> <p>Within that design approach several options were considered regarding the type of brick work alterations and materials (See appendix 2). Choices for brickwork alterations were informed by detailed structural investigations and all options considered were developed to ensure structural loading capacity was maintained. The options included:</p> <ul style="list-style-type: none"> <li>• sloped brick work faced with York Stone or rendered (this was not chosen as officers were concerned it could attract graffiti and require more cleansing.</li> <li>• sloped ledges into informal seating (this was not chosen due to concerns from residents about increased noise from loitering and potential social gatherings).</li> <li>• stepped brickwork with minimum ledges to avoid climbing opportunities and littering. This option was preferred as it re-used the historic brickwork and was the best way to minimise anti-social opportunities.</li> </ul> <p>Material choices were also considered sensitively. Instead of new bricks, existing ones were carefully salvaged during demolitions and re-used for the alterations. Metal work and paint colour palette was chosen to complement the historic setting of this old warehouse building whilst maximising brightness.</p>
<p><b>6. Procurement route</b></p>	<p>The Lead Designer (architect) was appointed in stages, following procurement procedures. Other designers, including the lighting consultant and the structural engineer were also appointed at various stages of the project. It was essential to keep them to the end of the project delivery as they both had valuable experience of having worked with the City on riverside walkway schemes previously.</p> <p>Officers undertook a Request For Quotations exercise (RFQ) to appoint a fire safety consultant. Due to the shortage of fire safety</p>

	<p>consultants and the small scope of the works, it was not possible to find a consultant available for the timescales required by the project. As the Highway Structures team have a framework that includes Fire Safety consultancy services, the project team worked with them to procure the fire safety consultant in good time to meet the project programme.</p> <p>JB Riney was appointed as the project's Main Contractor as at the time of the Gateway 5, JB Riney's were the City's Highway Term Contractor.</p> <p>The metalwork sub-contractor was chosen following a call for expressions of interest to four companies (only one quote was received).</p> <p>The procurement approach overall served the needs of the project well by bringing together skills and expertise at the right time at various points of the project.</p>
<p><b>7. Skills base</b></p>	<p>Officers set up a Project Team which included external resources, bringing together a wide range of skills to meet the needs of the project based on the constraints established through surveys and site investigations.</p> <p>The Project Team brought together a wide range of in-house and external skills:</p> <ul style="list-style-type: none"> <li>• In-house skills: project management, stakeholder engagement, legal (development of agreement to undertake works on private land), M&amp;E and Highways Lighting advice.</li> <li>• Appointed externally: Architect and design, lighting design services, CDM services, Construction Management and Structural Engineering.</li> </ul> <p>The City of London project team pulled together the skills necessary to develop a design that met the aspirations of local stakeholders, including business occupiers, residents and the freeholder. Expectations were also well managed through communicating site constraints clearly to them and how these informed the design development.</p> <p>On reflection, future similar schemes on private land (particularly for future City Walkway) would benefit having an in-house Construction Manager from the City Highways Team in the Project Team as their specialised skills and knowledge of the City are essential as well as their close working relationships with the City's Term Contractor.</p> <p>The absence of an in-house construction manager in the project team did have some impact on the programme but did not impede the project delivery significantly as the Lead Architect went above and beyond in his role, engaging with sub-contractors and working closely with the Main Contractor. The City Highways</p>

	<p>Manager also supported the project at critical points in the project which was valuable to prevent further delays.</p>
<b>8. Stakeholders</b>	<p>Communication with stakeholders, particularly residents and occupiers, was an essential part of the project. Officers arranged design briefings for local occupiers, including residents, businesses as well as Ward Members to seek feedback throughout the design development stage.</p> <p>Officers kept stakeholders abreast of progress at each key phase of the project as well as explaining the delays that were incurred. This helped build up support and minimise complaints.</p> <p>The political stewardship of the local Ward Members, particularly the Ward Deputy, was also very valuable to keep momentum in the project until completion.</p>

### Variation Review

<b>9. Assessment of project against key milestones</b>	<p>At Gateway 5, it was anticipated that the works would be completed by October 2022 to coincide with the completion of the Queensbridge House Hotel riverside walkway to the east. The project at Globe View was completed on site in March 2023 following various delays that are detailed further below.</p> <p>The project was also overspent by £29,000 over the approved budget at Gateway 5 and this was due to unexpected additional works, including the fire safety works. More details are provided below.</p> <p>The project started over a decade ago and had various design iterations and pauses. Appendix 1 – “Cover Sheet” sets out all the steps and stages at which the project was paused. The main issues that contributed to delaying the programme are set out below:</p> <ul style="list-style-type: none"> <li>• Coordination of the works of the section of walkway at Queensbridge House was essential to ensure Globe View would not be completed and left disconnected, which in the past demonstrated that it could lead to rough sleeping and ASB. When the works at Queensbridge House were delayed, officers paused the project at Globe View to keep the project programme in line with the programme of the hotel walkway works.</li> <li>• During the pandemic, delays were incurred on the Queensbridge House Hotel side and the project programme at Globe View was revised accordingly.</li> <li>• Site investigations including opening-up of brick work to inform design development had to be reprogrammed</li> </ul>
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	<p>several times due to lockdown. This impacted the design development programme.</p> <ul style="list-style-type: none"> <li>• During the pandemic, TfL withdrew its capital funding which was a significant funding source of the project. Officers identified other sources of funding, descoped non-essential elements of the project (artwork panels and full resurfacing). These changes were approved through an Issue's Report in May 2020.</li> <li>• The legal agreement took longer to develop and agree. To minimise costs, it was done in house. However, this is the first of this type which was undertaken by the Project Team and as such took longer to produce and finalise than originally anticipated.</li> <li>• Supply chain: officers engaged early with key suppliers. However, the specific type of steel mesh needed was difficult to source by the metalwork sub-contractor. To minimise delays, the project team researched and chose an alternative specification.</li> <li>• Sub-contractor delay: the metalwork package delivery was postponed several times due to staff shortages and backlog of orders at the contractor's end, impacting the project programme significantly. Officers escalated the issue with the main contractor who amended the phasing of other works packages to reduce the impact on the overall programme as best as possible.</li> <li>• As explained in previous sections, a number of original metal structural beams and the metal column (on the eastern end) were uncovered during site investigations. They had not been fireproofed as part of the original refurbishment of the Globe View building. This needed to be rectified through fire safety works that were not originally included in the budget or programme.</li> <li>• Additional minor works to the western end entrance had to be undertaken. During the installation of ceiling light fittings over the western end entrance, it was uncovered that underneath the soffit, a lot of masonry had not been made good as part of the original refurbishment of the Globe View Building. These were rectified and had a minor impact on the project programme.</li> <li>• The ducting for the lighting had to be adjusted due to shallow depths below the paving. Instead, abseilers were needed to run ducts on the external wall of the building over the river, adding to costs.</li> </ul>
<p><b>10. Assessment of project against Scope</b></p>	<p>The Covid pandemic and the withdrawal of some of the TfL funding allocation impacted the ability to deliver the full project scope ahead of Gateway 5.</p> <p>Officers worked hard with finance colleagues to identify alternative sources of funding that were suitable for the project. The project</p>

	<p>was de-scoped to fit within the revised agreed budget of £750,782 through an issues report in May 2020 which confirmed the new project funding strategy including the new S106 funding sources. Whilst descope, it was ensured that the main project aspirations, objectives and anticipated benefits would not be adversely affected. Full re-paving and art work elements were removed from the project scope. Instead, paving repairs and level adjustments were undertaken.</p> <p>The Police Architecture Liaison advised officers during the design development to include public art as they advised it would further enhance the feeling of safety within the covered walkway based on good practice and past experience. Project officers identified external partners to develop and secure funds separately to deliver public art at Globe View Walkway as a stand-alone external project. The art project is progressing well, and it is anticipated that the art panels will be installed in Summer 2024.</p>
<p><b>11.Risks and issues</b></p>	<p>Several risks occurred and lead to programme delays and costs increases as set out below.</p> <ul style="list-style-type: none"> <li>• <b>Metal work sub-contractor/supply-chain issues and delays</b>        Unfortunately, it was not possible to switch to another sub-contractor as only one company responded to the Request For Quotation. Undertaking the procurement process again to change the contractor so far into the programme would also have led to similar if not greater delays.</li> <li>• <b>Greater extent of fireproofing works than originally anticipated</b>        During demolition works, additional steel lintels in the ceiling were uncovered that were part of the original Globe View building refurbishment. These had to be repaired and fireproofed. An historic cast iron column was discovered behind brick work. The design team decided to restore it and make it into a feature which required fireproofing.</li> <li>• <b>Higher lighting costs</b>        The lighting ducting and installation works costs were higher than estimated at Gateway 5.        Most of the ducting and cabling for the southern wall lighting were installed via the outside of the Globe View building requiring abseiling/working at heights which was more expensive than traditional in-ground ducting works.</li> </ul>



	<p><b>Costed Risk Provision</b></p> <p>The Costed Risk Provision of £72,279 was fully utilised to mitigate the issues that occurred and are detailed above. Please refer to the costed Risk Register (Appendix 2):</p> <ul style="list-style-type: none"> <li>• R2 – Programme delay and works cost increase – this risk has occurred (additional £20K)</li> <li>• R3 – Materials cost increases – this risk has occurred (including additional fireproofing works) (additional £10K)</li> <li>• R9 – Additional Fire safety consultant fees and staff costs (additional £13,500)</li> <li>• R10 – Additional lighting costs – this risk has occurred (additional £15,500)</li> <li>• R1 – Project not delivered to programme (additional £8,279)</li> <li>• R5 – Legal Agreement delayed additional staff time to prepare the agreement and negotiate with freeholder (additional £5,000)</li> </ul> <p><b>Budget adjustment for additional costs beyond CRP</b></p> <p>It was necessary to seek further funds above those agreed at Gateway 5. Additional works costs of approximately £29,000 were approved by Chief Officer and the Head of finance (being less than 10% of the total project cost). These were funded from S106 receipts from sources that were already funding the project, in particular 20 Fenchurch Street (08/01061/FULMAJ).</p>
<p><b>12. Transition to BAU</b></p>	<p>The project team engaged with the City’s Cleansing and Highways divisions to ensure the design would be easily maintainable. Before the walkway was formally reopened to the public, the project team liaised and met on site with representatives of the City’s Cleansing, Highways, Homelessness teams as well as the City Police and it was agreed that the new walkway at Globe View would be monitored regularly for the first few months following its opening. Since the re-opening in March 2023, there has been no cleansing issues reported nor incidences of ASB and rough sleeping.</p> <p>The lighting control system, a key feature of the improvements was handed over to the City’s Highways team so that they can connect these new lighting units to the lighting central control system.</p>

## Value Review

<p><b>13. Budget</b></p>	<table border="1" data-bbox="491 264 1366 342"> <tr> <td data-bbox="496 264 778 342"><i>Estimated Outturn Cost (G3)</i></td> <td data-bbox="778 264 1366 342">Estimated cost range: £750k-£1.5m</td> </tr> </table> <table border="1" data-bbox="512 416 1390 757"> <thead> <tr> <th data-bbox="517 416 799 488"></th> <th data-bbox="799 416 1094 488"><i>Approved Budget (G5)</i></th> <th data-bbox="1094 416 1385 488"><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="517 488 799 528"><i>Fees</i></td> <td data-bbox="799 488 1094 528">£161,545</td> <td data-bbox="1094 488 1385 528">£161,545</td> </tr> <tr> <td data-bbox="517 528 799 568"><i>Staff Costs</i></td> <td data-bbox="799 528 1094 568">£203,786</td> <td data-bbox="1094 528 1385 568">£197,765</td> </tr> <tr> <td data-bbox="517 568 799 609"><i>Works</i></td> <td data-bbox="799 568 1094 609">£385,450</td> <td data-bbox="1094 568 1385 609">£385,540</td> </tr> <tr> <td data-bbox="517 609 799 649"><b><i>Total</i></b></td> <td data-bbox="799 609 1094 649"><b>£750,782</b></td> <td data-bbox="1094 609 1385 649"><b>£744,760</b></td> </tr> <tr> <td data-bbox="517 649 799 719"><i>Costed Risk Provision</i></td> <td data-bbox="799 649 1094 719">£72,279</td> <td data-bbox="1094 649 1385 719">£72,279</td> </tr> <tr> <td data-bbox="517 719 799 757"><b><i>Grand Total</i></b></td> <td data-bbox="799 719 1094 757"><b>£823,061</b></td> <td data-bbox="1094 719 1385 757"><b>£817,039</b></td> </tr> </tbody> </table> <p data-bbox="491 813 1426 958">Final Accounts for the project will be finalised within a few months upon approval of the Gateway 6 report by committees. The final outturn cost will be updated to include any staff costs not yet processed.</p>	<i>Estimated Outturn Cost (G3)</i>	Estimated cost range: £750k-£1.5m		<i>Approved Budget (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£161,545	£161,545	<i>Staff Costs</i>	£203,786	£197,765	<i>Works</i>	£385,450	£385,540	<b><i>Total</i></b>	<b>£750,782</b>	<b>£744,760</b>	<i>Costed Risk Provision</i>	£72,279	£72,279	<b><i>Grand Total</i></b>	<b>£823,061</b>	<b>£817,039</b>
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<p><b>14. Investment</b></p>	<p><i>Not applicable</i></p>																							
<p><b>15. Assessment of project against SMART objectives</b></p>	<p data-bbox="491 1106 1417 1211">This project's initiation pre-dates the Gateway Process. The first gateway report was Gateway 3 in 2012 (prior to the project being put on hold) and did not include SMART Objectives.</p> <p data-bbox="491 1211 1326 1252">The Gateway 5 report stated the following success criteria:</p> <ul data-bbox="539 1252 1453 1547" style="list-style-type: none"> <li>• Continuous, accessible walkway (delivery of the City's strategic objective to complete the City's fully accessible Thames Path).</li> <li>• Enhanced feeling of safety through design that minimises blind spots and opportunities for rough sleeping and anti-social behaviour.</li> <li>• Improved look and feel through maximising natural light into the space, a new lighting scheme and public art.</li> </ul> <p data-bbox="491 1570 1437 1742">The project has successfully delivered a fully accessible section of walkway at Globe View. Together with the delivery of the accessible section of walkway of the Queensbridge House Hotel, the whole of the City's Thames Path is complete and fully accessible.</p> <p data-bbox="491 1765 1453 1982">Since its formal opening in March 2023, the walkway is well used by visitors, workers and residents, daytime and night-time alike. No incidents of rough sleeping or anti-social behaviour have been reported since the opening which demonstrates that the project has delivered its aim of creating an environment where pedestrians feel safe through its design approach. The maximisation of natural light</p>																							

	<p>achieved by the minimising abutments and the widening of the central opening (viewing platform), has contributed to enhancing the feeling of safety but also created an opportunity for visitors to dwell and take in the riverside views.</p>
<p><b>16. Key benefits realised</b></p>	<p>As this project pre-dates the gateway process, there was no baseline established at Gateway 2 to measure the scheme against.</p> <p>Assessing the project upon completion, officers believed it achieved the following benefits:</p> <ul style="list-style-type: none"> <li>• Completion of the fully accessible City's Thames Path, a key objective of the City's Local Plan and departmental priority.</li> <li>• Globe View Walkway feels safe at all times and is well used by workers, visitors and residents.</li> <li>• Improved footfall to benefit local retail – the successful reopening of the walkway has been welcomed by local businesses.</li> <li>• Creating an interest: visitors stop and take in the views in at the newly created viewing platform.</li> <li>• Health and wellbeing: the completion of this section of the Thames Path has provided a continuous walkway rather than taking people onto Upper Thames St, one of the most polluted streets in the City. The riverside is also a well-known route for joggers who have benefited from not being diverted onto Upper Thames Street for that section.</li> </ul>

### Lessons Learned and Recommendations

<p><b>17. Positive reflections</b></p>	<ul style="list-style-type: none"> <li>• A good working relationship was established with the Freeholders agent.</li> <li>• Extensive surveys and investigations informed the design development leading to minimisation of design changes, which helped keep design costs down.</li> <li>• The appointed architect also managed the CDM consultant, and this process allowed for greater efficiencies.</li> <li>• Involving and working closely with the lighting supplier helped design a lighting scheme that could connect with the City's Highway Lighting CMS System.</li> <li>• The use of LED light units minimises future maintenance costs and are more energy efficient than the original lighting.</li> <li>• The original bricks were salvaged during demolition and re-used during the works. Not only is this more environmentally friendly but it helped maintain the historic character within the space.</li> </ul>
<p><b>18. Improvement reflections</b></p>	<p>Due to the project taking place on private land (the walkway was declared as City Walkway after the works were completed in March 2023), an in-house highways engineer</p>

	<p>was not allocated to the project. However the project would have benefitted from this expertise to oversee the lead-up to and the construction on site, particularly considering it would become City Walkway.</p> <p>Some delays were down to dependencies between works packages where delay on the metal work made the team lose its window on the lighting installation. An in-house Construction Manager may have been able to better coordinate suppliers and programming of works as opposed to an externally appointed construction manager.</p> <p>The City's Highways Manager support the Project Team with advice and support as and when needed, which helped overcome issues and minimised additional delays to the programme.</p> <p>One of the critical factors that caused significant delivery programme delays was down to sub-contractor and supply chain issues, particularly the metalworker (as mentioned earlier). The metalworker delays were not foreseeable; however, the lessons have been learnt.</p> <p>The project was paused several times. First to wait for works to start at Queensbridge House, a second time when demolition works stopped at Queensbridge house and a third time when TfL withdrew its funding. In retrospect, the legal agreement which was a lengthy process could have been started sooner even if all design information was not finalised.</p> <p>Similarly, once the option of internal walkway alterations was chosen, structural surveys/site investigations and design development could have been carried out even when the design was paused. This would have shortened the design to delivery period and ensured the project at Globe View being completed ahead of Queensbridge House Hotel's section of walkway opening.</p>
<p><b>19. Sharing best practice</b></p>	<p>Sharing of the project lessons was done at project team meetings. Working on private land is not something which is undertaken very often and so the lessons learned from this experience have been shared whilst recognising the more unique elements of this project.</p>
<p><b>20. AOB</b></p>	<p>When engaging with the City of London Police's Secure by Design Officers on the Globe View Walkway refurbishment project, they advised that public art would further help enhance pedestrians' feeling of safety.</p> <p>Although outside the scope of this project, officers engaged with external partners and Ward Members on how public art could be introduced into the walkway.</p>

	<p>External partners successfully secured Neighbourhood CIL funding to develop a public art project for the northern wall of the covered walkway at Globe View. Officers are assisting and coordinating with partners to ensure their project fits in well with the wider aims of the Globe View walkway project. It is anticipated that the art panel will be installed in Summer 2024.</p>
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**Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Design Options Appraisal
<b>Appendix 3</b>	Finance Tables
<b>Appendix 4</b>	Risk Register
<b>Appendix 5</b>	Before and after pictures
<b>Appendix 6</b>	Press coverage

**Contact**

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## Appendix 1: Project Coversheet

**UPI: 10793**

**Core Project Name:** Globe View Walkway

**Programme Affiliation** (if applicable): Queenhithe and Vintry Programme

**Project Manager:** Leila Ben-Hassel

**Definition of need:** Completion and enhancement of the Thames Path

**Key measures of success:**

- Continuous, accessible walkway.
- Removal of hiding places and opportunities for anti-social behaviour and rough sleeping.
- Enhanced and well-lit to improve the feeling of safety.

**Expected timeframe for the project delivery:**

- Completion to tie in with completion of neighbouring walkway under the hotel to provide a continuous route (Autumn/Winter 2021). See also Section 2 below for details.

**Are we on track for completing the project against the expected timeframe for project delivery?** Y (subject to approval of issues report)

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

No

### [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

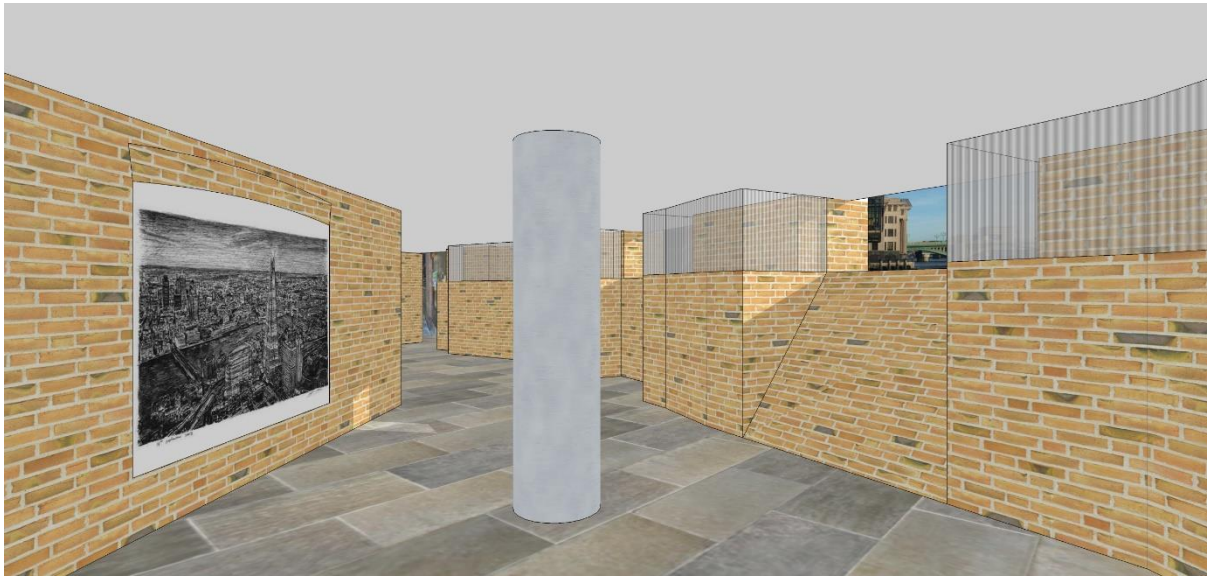
<b>Project Stage / Gateway</b>	<b>Date</b>	<b>Comments</b>
Project Initiation	October 2011	Initiated as part of the Riverside Walk enhancement strategy update report to explore initial options with a budget of £11,000 approved.
Gateway 3	October 2012	Option 1 was approved to be taken forward at an estimated cost of £750k-£1.5m. A budget of £50,000 was approved to develop the design and carry out a public consultation.
Public Consultation	November 2013	The consultation included enhancements to the internal walkway as well as a proposal for a section of external walkway to better align with the upcoming new hotel walkway.
Issues Report	May 2014	The results of the public consultation were reported. Members agreed to omit the section of external walkway (due to noise concerns from residents) and proceed with the development of the design for improvements to the internal walkway. £48,500 was approved to carry out design and consultation work.
Project put on hold	2014-2018	The project was put on hold due to the need to await the completion of the adjacent hotel development which was

		delayed due to legal and financial issues. This was primarily to avoid an isolated section of walkway being created and the resultant anti-social behaviour and safety concerns that would arise.
Queenhithe and Vintry Programme Report	December 2018	Project approved to be restarted due to the development of the adjacent hotel development being progressed to an appropriate stage. A budget of £65,000 was approved to reach the next gateway and undertake consultation.
Public Consultation	July 2019	Two design options for the internal walkway were consulted on
Queenhithe and Vintry Programme update report	December 2019	Design Option One was agreed to be taken forward to Gateway 4 by the Streets and Walkways Sub Committee
Gateway 4	March 2020	The revised estimated cost range of the project is £450K-£650K
Project put on hold	May 2020	TfL withdrew funding due to Covid-19 measures prioritisation
Issues report	October 2020	Substituting TfL funds with additional S106 funds to move project forwards.
Gateway 5	November 2021 (delegated to Chief Officer)	Authority to start work approved subject to the completion of the licence agreement with the Globe View Freeholders Company to carry out the works on private land. Revised total project budget of £750,782 (excluding risk) including an implementation budget of £385,392 (funded from various S106 allocations approved by Members at October 2020 committees) Costed Risk Provision of £72,279 approved (to be drawn down via delegation to Chief Officer in consultation with the Head of Finance).

## **Appendix 2: Options Appraisal**

Outline options considered by Streets and Walkways Committee in December 2019 are set out below.

### **Option 1:**



*Day time view - Globe View walkway looking east towards Stew Lane*

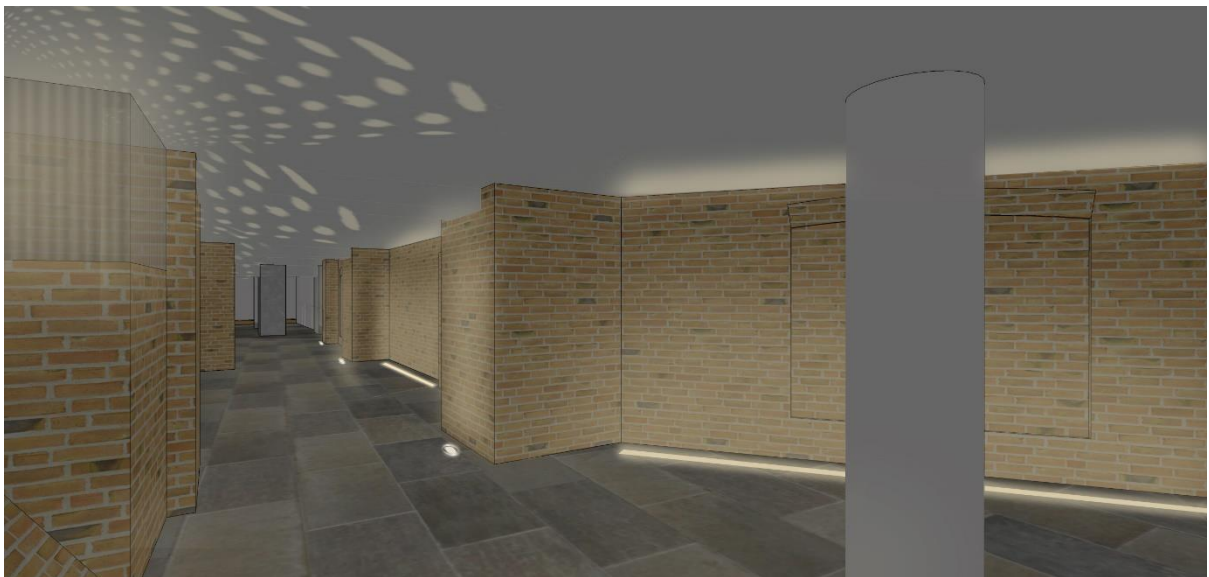


*Night time view - Globe View walkway looking east towards Stew Lane*





*Day time view - Globe View walkway looking west towards Broken Wharf*

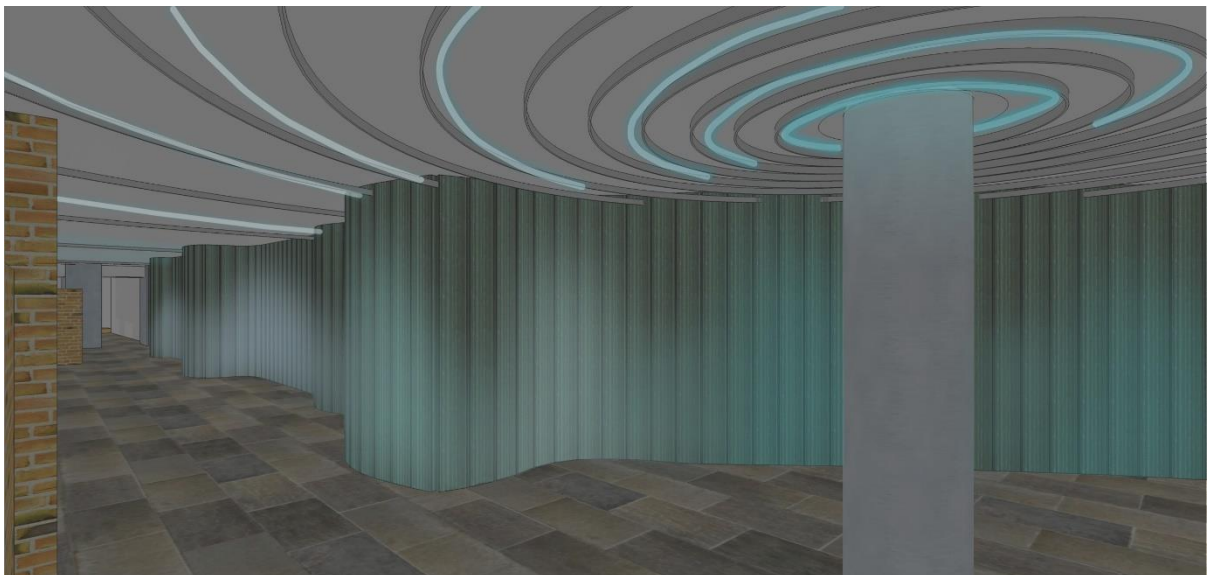


*Night time view - Globe View walkway looking west towards Broken Wharf*

## Option 2:



*Day time view - Globe View walkway looking west towards Broken Wharf*



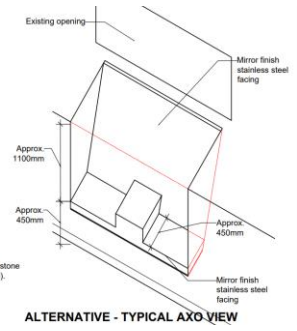
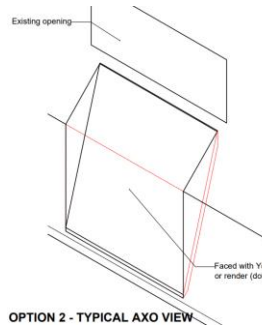
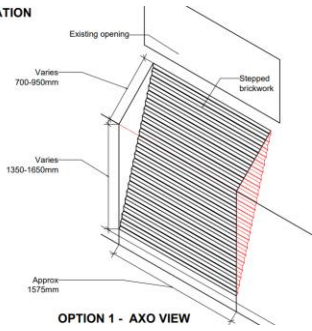
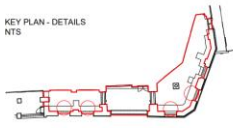
*Night time view - Globe View walkway looking west towards Broken Wharf*

Option 1 was preferred at public consultation stage (Summer 2019) and developed to detailed design stage. The design of option 1 focused on brick work alterations and minimisations to abutments and ledges on the southern wall and public art on the southern wall. As explained in the report, following the loss of TfL funding, the project was descoped to meet the reduced budget and the public art is now being undertaken by external partners.

Within that design approach several options were considered regarding the type of brick work alterations and materials. See below:

**TYPICAL BRICKWORK BELOW OPENINGS - ELEVATION**

KEY PLAN - DETAILS  
NTS

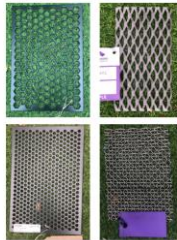


**Metal mesh and screens - Lighting test**



**Selected pattern**  
Expanded Metal Co (image to left)  
Ref - 4894 (MS)  
- N8131 (Coreten)  
- N8321 (Coreten)

**Also tested (images to right)**  
Ref - Graepels - Hex  
- EMC - Circle  
- Multimesh - Small mesh  
- St Anth (SS)



**Mesh Finishes**

**Coreten (below 3-4 weeks exposure)**



**Alternatives (PPC/Satin Ano.)**



rivingtonstreetstudio



Despite research of historic drawings of Globe View buildings and investigative works of the central brick column at the initial stages of the design development, an old metal joint was discovered during demolition works. Officers amended the design and decided to no longer proceed with the metal mesh surround to instead celebrate this historic feature by painting it in the City of London's heritage red found at Blackfriars Bridge and Holborn Viaduct.



### **Appendix 3: Finance Tables**

Please find below the final project outturn costs:

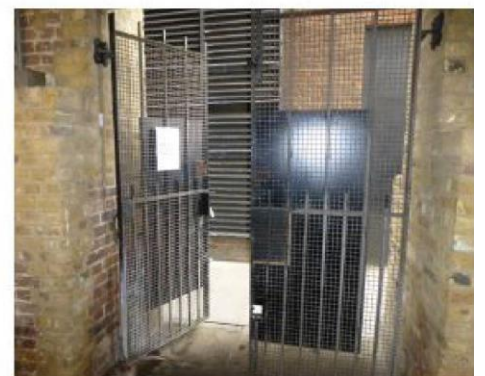
<b>Table 1: Spend to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>16800043 – RWE Globe View Walkway (SRP)</b>			
PreEv P&T Fees	5,000	5,000	-
PreEv P&T Staff Costs	5,909	5,909	-
P&T Staff Costs	79,500	79,500	-
Consultant Fees	42,681	42,680	1
P&T Fees	21,257	21,257	0
Surveys	7,000	7,000	-
<b>Total 16800043</b>	<b>161,347</b>	<b>161,346</b>	<b>1</b>
<b>16100043/1650043 – RWE Globe View Walkway (CAP)</b>			
Staff Costs (P&T, Highways, Legal)	118,377	112,356	6,021
P&T Fees	85,608	85,608	0
Env Servs Works	385,450	385,450	0
<b>Total 16100043</b>	<b>589,435</b>	<b>583,414</b>	<b>6,021</b>
<b>GRAND TOTAL</b>	<b>750,782</b>	<b>744,760</b>	<b>6,021</b>
<b>Cost Risk Provision</b>	<b>72,279</b>	<b>72,279</b>	<b>-</b>

### **Appendix 4: Risk Register**

See separate attachment (excel)

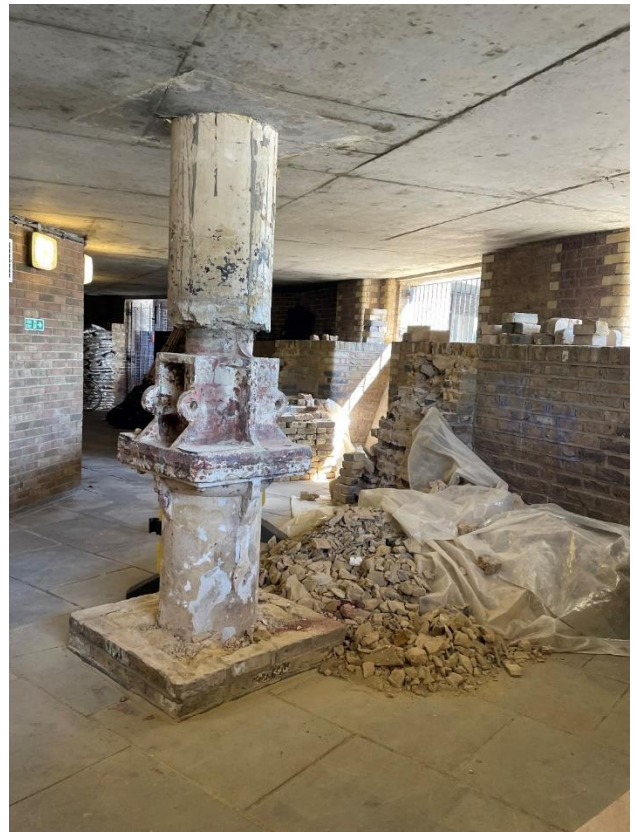
## Appendix 5: Before and After pictures and press coverage

### Before pictures:



- 1** – Ledges
- 2** – Abutments

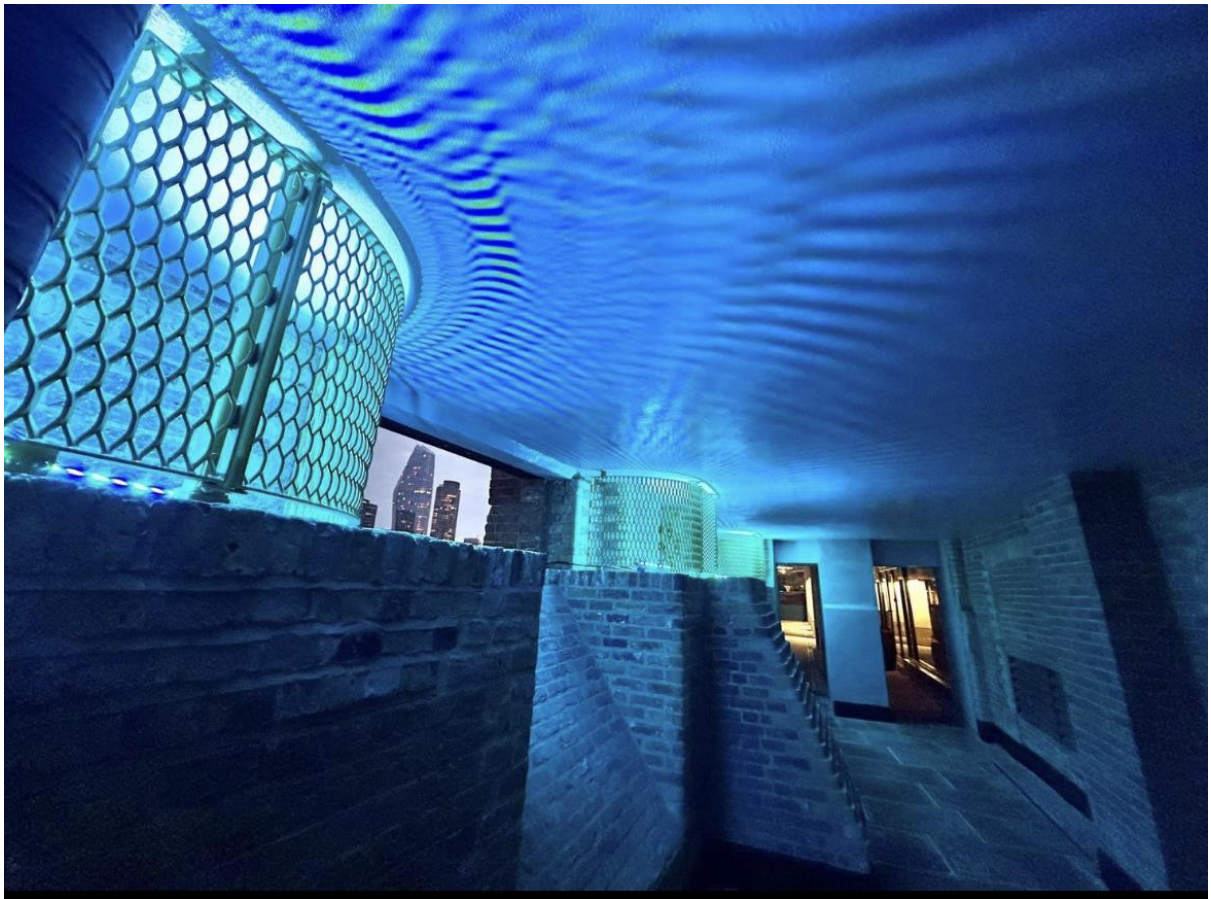
**During construction:**



After pictures:







## Media:

- Ian Visits blogsite:

<https://www.ianvisits.co.uk/articles/sealed-off-thames-riverside-path-reopens-to-the-public-61438/>

- Londonist:

<https://londonist.com/london/news/a-new-bit-of-thames-path-you-can-now-walk-the-whole-north-bank-through-the-city>

- TimeOut

<https://www.timeout.com/london/news/part-of-the-thames-path-has-reopened-after-20-years-032323>

- City of London Website press release:

<https://www.cityoflondon.gov.uk/services/streets/traffic-schemes-and-proposals/globe-view-walkway-improvements>

- LinkedIn:

[Anolis](#)

[Anolis](#)

[Riney](#)

[Rivington Street Studio](#) (video)

[City of London](#)

[City of London](#)

[FPOV](#)