

Committees:		Dates:
Projects Sub Planning & Transportation Culture, Heritage and Libraries		10 May 2017 13 June 2017 30 May 2017
Subject: Refurbishment of Tower Bridge Engine Rooms Internal Reception and Gift Shop	Gateway 7 Outcome Report Regular	Public
Report of: Director of Open Spaces Report Author: Jamie Bottono, Operations Manager		For Decision
<u>Summary</u>		
<u>Dashboard</u>		
Project Status Compared to GW 2	Budget: Green Specification: Green Programme: Green	
Project Status Compared to GW 5	Budget: Green Specification: Green Programme: Green	
Timeline	Project is complete	
Total Estimated Cost at GW 5	£359,580	
Approved Budget at GW 2	£415,000	
Final Approved Budget	£362,814	
Spend/ Committed to Date	£358,699	
Overall Project Risk	Green	
<u>Recommendations</u>		
It is recommended that the project is closed.		

Main Report

1. Brief description of project	Complete refurbishment and reconfiguration of the engine room's internal reception and gift shop.
2. Assessment of project against success criteria	<p>1. Increased income generated through offering a greater range of merchandise in the gift shop.</p> <ul style="list-style-type: none"> • The refurbished space has increased the size of the shop and provided additional shelf space to allow for more items and a greater range of merchandise to be offered. • The following table presents a comparison against the old and new shop.

<u>Activity</u>	<u>Dec 15 to Feb 16</u>	<u>Dec 16 to Feb 17</u>
No. of Transactions	19,882	27,779 (↑ 40%)
Gross Income (Paying visitors & passing footfall)	£154k	£250k (↑ 62%)
Spend per Head	£1.42	£2.13 (↑ 50%)
No. of Paying Visitors (engine rooms only)	108,883	117,367 (↑ 8%)
Average Transaction	£7.75	£9.00 (↑ 16%)
Admission Tickets Purchased in the Shop	6,052	7,256 (↑ 20%)

2. Attracting additional passing footfall through having a more prominent visible entrance and attractive modern gift shop.

- The location of the new entrance and the refurbished gift shop are highly visible when approaching the Bridge from the west along the south riverbank.
- The shop is having a positive effect in attracting passing footfall and interest from visitors to the area which in turn leads to increased trade in terms of retail and exhibition visitors.

3. Meeting visitor's expectations of a modern and forward looking tourist attraction.

- The shop now provides a modern and inviting environment for visitors to enjoy and is representative of the ambitions and expectations of the business to maintain its position in the tourism market.

4. An efficient operational space combining the entrance reception and gift shop to reduce congestion and provide visitors with a comfortable environment in which to browse.

- The reconfiguration of the space has allowed for better integration and communication between exhibition and security staff as well as improving the circulation space

	and flow of visitors throughout the shop.														
3. Key Benefits	<p>The larger and modern gift shop has provided the opportunity for further development of the retail element of the business and ability to offer a wider range of merchandise.</p> <p>The new entrance is highly visible from Shad Thames and has attracted additional passing footfall as well as further help raise the profile of the shop and exhibition in the immediate area.</p>														
4. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)	Yes														
5. Programme	<p>The project was completed within the agreed programme</p> <p>The original programme identified at Gateway 2 was dependent on the completion of the relocation of the engine room's entrance as part of the Phase II Residence Project.</p> <p>However, the start on site date of Phase II was delayed and therefore the window of opportunity, during low season Nov - Mar, could not be met.</p> <p>This project commenced on 3rd October 2016 and the 6 week programme overran by 1 week due to minor snagging issues (Completion date 21st November 2016).</p>														
6. Budget	<p>The project was completed within the agreed budget</p> <p>The Gateway 2 budget of £415,000 was reduced to £359,580 at Gateway 5. Additional expenditure of £3,234 was required to cover additional building works identified during the project.</p> <table border="1" data-bbox="555 1429 1342 1955"> <tr> <td>Est Costs – GW 3/ 4</td> <td>£415,000</td> </tr> <tr> <td>Est Costs – GW 5</td> <td>£359,580</td> </tr> <tr> <td>(Main Works)</td> <td>£302,650</td> </tr> <tr> <td>(Prep works – not included in Phase II Project)</td> <td>£30,000</td> </tr> <tr> <td>(Audio Installation & Safe)</td> <td>£3,500</td> </tr> <tr> <td>(Fees)</td> <td>£23,430</td> </tr> <tr> <td>TOTAL PROJECT COST</td> <td>£362,814</td> </tr> </table>	Est Costs – GW 3/ 4	£415,000	Est Costs – GW 5	£359,580	(Main Works)	£302,650	(Prep works – not included in Phase II Project)	£30,000	(Audio Installation & Safe)	£3,500	(Fees)	£23,430	TOTAL PROJECT COST	£362,814
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Final Account	Verified														

Verification	
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Review of Team Performance

7. Key strengths	<p>As the engine rooms were shut for the six week programme all staff at the Bridge worked together to provide and promote the temporary shop on Level 2 of the south tower. This was successfully achieved with no substantial loss of income.</p> <p>At the same time there was the Bridge resurfacing project taking place and all staff as well as contractors co-ordinated these works with minimal impact on the business.</p>
8. Areas for improvement	N/A
9. Special recognition	N/A

Lessons Learnt

10. Key lessons	N/A
11. Implementation plan for lessons learnt	N/A

Appendices

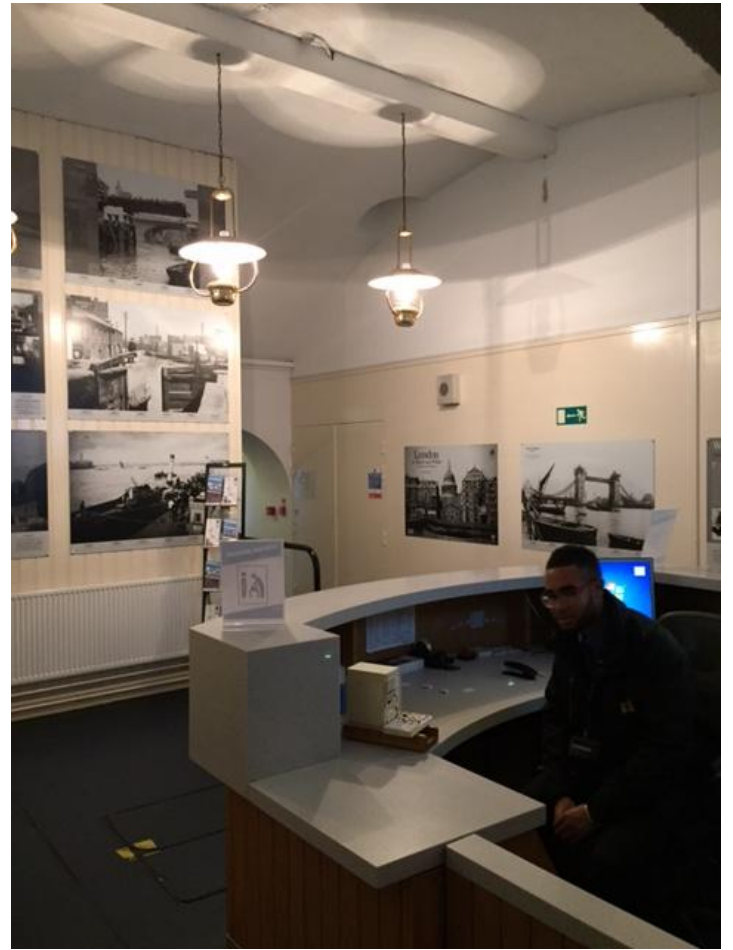
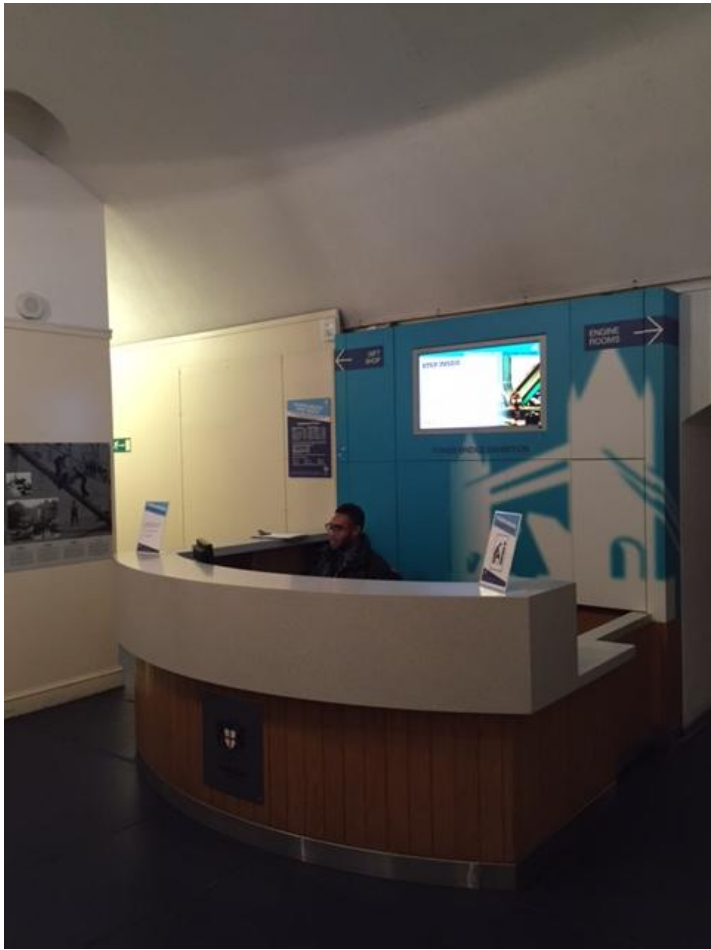
Appendix 1	Photographs of Before and After Project
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Contact

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Appendix 1

BEFORE



AFTER

