Summary

This report consolidates the outcome reports for seven City Public Realm projects:

- Silk Street
- Southampton Buildings (40-45 Chancery Lane)
- Ludgate Hill crossing (30 Old Bailey)
- John Carpenter Street Improvements S278
- 20 Fenchurch Street Security S278
- Plough Place enhancements S106 and S278
- 71 Queen Victoria Street S278

These projects have delivered public realm enhancements across the City. Key benefits include:

- An enhanced pedestrian experience and new public spaces for people to rest and enjoy;
- The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution;
- A more accessible and secure public realm;
- Improving the experience of arriving and travelling to destinations, including cultural venues.

The projects have been primarily externally funded from Section 106 receipts and Section 278 Agreements with developers. The Silk Street enhancement project was funded from the On-street Parking Reserve. All of the projects have been completed within the approved budgets and it is proposed that the unspent Section 106 funds be used for further improvements in the local area, subject to the agreement of the developers and subsequent Committee approvals.

A financial summary is set out in Table1. Individual reports on the projects are provided in Annexes 1-7.

Recommendations

It is recommended that:

(i) The outcome information is received and recommendations on individual reports approved
### Overview

#### 1. Link to Strategic Aims

The various projects support the following strategic aims through the delivery of an enhanced public realm for the benefit of all.

- To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
- To provide valued services, such as education, employment, culture and leisure, to London and the nation,

The projects also support the following ambitions of the DBE business plan:

- To provide the capacity for future resilience and sustainable growth.
- To maximise connectivity
- To support urban well-being by providing a distinctive, secure and healthy place to work, visit or live.
- To shape a relevant physical infrastructure

#### 2. Benefits achieved to date

High quality spaces between buildings and comfortable walking routes are an essential component for a successful City. A well-designed and managed public realm improves the City’s liveability, enables it to accommodate future growth and deliver sustainable outcomes.

When taken together, the seven individual schemes, represent a major package of improvements that have transformed parts of the City.

Benefits include:

- An enhanced pedestrian experience through the creation of more space for pedestrians, new public spaces and seating areas with associated lighting improvements;
- The addition of tree planting and greenery which softens the environment, supports climate change mitigation strategies, contributes to improved air quality and supports biodiversity;
- A more accessible public realm through raised carriageways improved crossings and widened footways.
- A more secure urban environment
- A more comfortable and enjoyable experience for visitors arriving at cultural destinations

Through the delivery of these projects, officers have worked closely in partnership with developers and other project partners. This successful partnership working has enabled funding to be secured for enhancements and has strengthened relationships with key City occupiers.
3. Within which category does the project fit
Various ranging from advisable to desirable.

4. Resources Expended
Expenditure is summarised in Table 1 below. Please also see the appended reports for an outturn assessment of each project.

**Outturn Assessment**

5. Budget
The projects were largely funded from Section 106 receipts and Section 278 voluntary contributions. The City’s on-street parking reserve was also used to fund the Silk Street project. Details of the individual outturn assessments are set out in the appended reports and summarised in Table 1 below.

The Section 106 funded schemes have underspends which will be available to utilise for other projects, subject to the terms of the agreement and subsequent committee approvals. Discussions are ongoing with developers to determine whether any unspent S278 funds can be utilised on other improvements. However, in most cases developers have requested that funds be returned.

All project finances have been verified and checked.

6. Outstanding actions
See enclosed reports

**Lessons Learnt**

7. Key lessons and how they are being used and applied
Key lessons are summarised below and set out in the Annex reports.

- **The importance of close communication with adjacent occupiers:** Early engagement with adjacent occupiers ensures that schemes are developed and implemented to take account of local needs whilst minimising disruption. All projects have detailed communication plans and consistent communication processes which the team are continuously improving. For instance, the use of e-bulletins is an effective communication method that has recently been rolled out across all projects.

- **Effective partnership working:** Many of the projects were developed through close partnership working with developers and occupiers. This helped to build support for the project at an early stage and secure necessary funding.

- **The use of the City’s term contractor** to carry out the works enabled us to flexibly accommodate development delays without any adverse impact on costs.

- **Utilities estimates:** It is sometimes difficult to accurately estimate the cost of utility adjustments. Therefore, where possible, we are now seeking detailed utilities adjustment
cost estimates from utilities companies at an earlier stage in the development of the project.

<table>
<thead>
<tr>
<th>8. Legal Implications</th>
<th>Included within the reports.</th>
</tr>
</thead>
</table>

## Annexes

<table>
<thead>
<tr>
<th>Annex 1</th>
<th>Silk Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex 2</td>
<td>Southampton Buildings (40-45 Chancery Lane)</td>
</tr>
<tr>
<td>Annex 3</td>
<td>Ludgate Hill crossing (30 Old Bailey)</td>
</tr>
<tr>
<td>Annex 4</td>
<td>John Carpenter Street Improvements S278</td>
</tr>
<tr>
<td>Annex 5</td>
<td>20 Fenchurch Street Security S278</td>
</tr>
<tr>
<td>Annex 6</td>
<td>Plough Place enhancements S106 and S278</td>
</tr>
<tr>
<td>Annex 7</td>
<td>71 Queen Victoria Street S278</td>
</tr>
</tbody>
</table>

## Contact

<table>
<thead>
<tr>
<th>Report Author</th>
<th>Melanie Charalambous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email Address</td>
<td><a href="mailto:Melanie.charalambous@cityoflondon.gov.uk">Melanie.charalambous@cityoflondon.gov.uk</a></td>
</tr>
<tr>
<td>Telephone Number</td>
<td>020 7332 3155</td>
</tr>
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</table>
Table 1: Summary of Project Finances

<table>
<thead>
<tr>
<th>Project</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silk Street</td>
<td>781,203</td>
<td>729,998</td>
<td>51,205</td>
</tr>
<tr>
<td>Southampton Buildings 40-45 Chancery Lane S106</td>
<td>252,059</td>
<td>217,454</td>
<td>34,605</td>
</tr>
<tr>
<td>Ludgate Hill Crossing 30 Old Bailey S106</td>
<td>275,677</td>
<td>264,643</td>
<td>11,034</td>
</tr>
<tr>
<td>John Carpenter Street S278</td>
<td>748,000</td>
<td>695,642</td>
<td>52,358</td>
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<tr>
<td>20 Fenchurch Street Security S278</td>
<td>915,106</td>
<td>791,411</td>
<td>123,695</td>
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<tr>
<td>Plough Place S106</td>
<td>407,759</td>
<td>281,171</td>
<td>126,588</td>
</tr>
<tr>
<td>Plough Place S278</td>
<td>260,659</td>
<td>155,029</td>
<td>105,630</td>
</tr>
<tr>
<td>71 Queen Victoria Street S278</td>
<td>292,500</td>
<td>273,535</td>
<td>18,965</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>3,932,963</strong></td>
<td><strong>3,408,883</strong></td>
<td><strong>524,080</strong></td>
</tr>
</tbody>
</table>
Annex 1

Project Name: Silk Street (EE017)

Summary

Brief description of project

The junction of Beech Street and Silk Street was remodelled in order to reduce the number of zebra crossings from four to two, and also to facilitate the introduction of wider footways by removing the inadequate pedestrian refuge island and a section of the central reservation in Beech Street. Pedestrians now have greater priority over vehicles, and sightlines have been improved owing to the wider footways. Street furniture was also rationalised to further improve the pedestrian environment.

The project also sought to enhance the entrance to the Barbican Centre. This was achieved by creating a raised table bounded by flush granite setts, and a continuation of the footway widening, providing level access across Silk Street at the main entrance to the Barbican Centre.

At the southern end of Silk Street, the footway widening continued and incorporated an inset bay that is frequently used by vehicles servicing the Barbican Centre. New street trees were added, and existing street clutter was rationalised.

Recommendation

It is recommended that Members:
- Note the lessons learnt and authorise closure of the project

Outturn Assessment

1. Assessment of project against success criteria

- A successful balance between pedestrians and other modes of transport in order to enhance the pedestrian experience
  - This has been largely achieved through the reconfiguration of the junction, which gave pedestrians greater priority when crossing the street and shorter crossing times;
  - The implementation of wider footways and the raised table have also improved the pedestrian environment. Kerbed areas were incorporated to enable wheelchair access for taxis.

- Introduce more green elements such as street trees
  - Three new street trees were planted in Silk Street.

- Improve the quality and consistency of surface materials and street furniture to create an enhanced street scene
  - York stone paving was introduced throughout the project area, replacing mastic asphalt to create a consistent street scape;
  - Granite setts were also used where necessary, complementing the existing granite features in Silk Street.

2. Programme

The works were completed in early 2015, within the agreed programme. Following completion of the scheme, there was a period of snagging and assessment to ensure that the Barbican Centre operations team were satisfied with the outcome. Only one issue arose, the solution for which involved replacing a static bollard with a removable one to facilitate easier...
access for large deliveries to the Barbican Centre. It was then necessary to find a suitable window of opportunity to complete these works, which took several months to agree.

3. Budget

The project has been completed within the agreed budget.

<table>
<thead>
<tr>
<th>Barbican Area Strategy - Silk Street</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td>Staff Costs</td>
</tr>
<tr>
<td>Fees</td>
</tr>
<tr>
<td>Works</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Final Account Verification

The underspend on the works costs was largely as a result of utility works coming in under budget.

Verified

4. Outstanding Actions

The works are complete, with no outstanding actions.

Lessons Learnt

5. Key lessons

- Resurfacing adjacent to car park entrances needs to be carefully planned and coordinated with occupiers, particularly where weekend working is involved;
- It is vital to have an effective communication plan and ensure that this is adhered to by all project team members, and that the plan is updated throughout the life of the project.

6. Implementation plan for lessons learnt

- The communication approach of the City Public Realm team was revised following completion of the project, and has been improved to ensure adequate and consistent communication with all project stakeholders throughout the life of all projects.

Appendices

Appendix 1 Site Plan
Appendix 2 Site Images

Contact

Report Author Tom Noble
Email Address tom.noble@cityoflondon.gov.uk
Telephone Number 020 7332 1057
Appendix 1 – plan of completed project
Appendix 2 – before and after photos

Beech Street junction – before

Beech Street junction – after
Barbican Centre entrance – before

Barbican Centre entrance – after
Annex 2

**Project Name:** Southampton Buildings (40-45 Chancery Lane) (EE074)

**Summary**

**Brief description of project**
This project involved the creation of a new public space from an area of underused and largely redundant carriageway. The initial project proposal was contained within the Chancery Lane Area Enhancement Strategy, which was approved in 2009.

The eastern spur of the street was permanently closed to vehicular traffic, raised to footway level and paved with York stone, creating a new pedestrianised ‘dwell’ space which has improved conditions for pedestrians. New seating, lighting and cycle parking, as well as a street tree, were installed, further improving public amenity. The existing motorcycle parking was relocated to two nearby streets.

**Recommendation**
It is recommended that Members:
- Note the lessons learnt and authorise closure of the project;
- Note the S106 underspend will be reallocated to other projects, subject to the terms of the agreement and necessary Committee approvals

**Outturn Assessment**

| 7. **Assessment of project against success criteria** | • *An improved movement function for pedestrians*
| | The pedestrianisation of the eastern end of Southampton Buildings has provided a brand new public space, and improved walking connections between Chancery Lane and Holborn.
| | • *A more accessible environment*
| | The project has provided level access across the space and has also seen the introduction of new accessible seating.
| | • *Relocation of motorcycle parking within the local area, without any loss of capacity*
| | The existing motorcycle parking was relocated to Chancery Lane and Holborn, both in close proximity, and with no loss of capacity.

| 8. **Programme** | The works were completed in 2016, within the agreed programme.

| 9. **Budget** | The project was completed within the agreed budget
| | The remaining Section 106 funding is restricted in geography and purpose, to be spent within the Chancery Lane Enhancement Strategy area. |
### Final Account Verification

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Evaluation</td>
<td>37,763</td>
<td>35,594</td>
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<tr>
<td>Staff Costs</td>
<td>49,430</td>
<td>49,306</td>
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<tr>
<td>Fees</td>
<td>4,800</td>
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<tr>
<td>Works</td>
<td>160,066</td>
<td>129,295</td>
<td>30,771</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>214,296</strong></td>
<td><strong>181,860</strong></td>
<td><strong>32,436</strong></td>
</tr>
</tbody>
</table>

Drainage and construction works came in under budget.

Verified

### 10. Outstanding Actions

There are no actions outstanding.

### Lessons Learnt

#### 11. Key lessons

- **Importance of close communication with adjacent occupiers** – early engagement with the main occupiers adjacent to the project site, one of which had development running in parallel with the public realm works, ensured that the scheme was delivered with minimal disruption and with support from key local stakeholders.

- **Coordination of delivery of parking facilities** – a delay in marking out new motorcycle parking bays meant that motorcyclists were without a replacement parking space for several days. Closer coordination between the City and the term contractor may have reduced the likelihood of this occurring.

- **Effective partnership working with a local business representative group** – the City’s longstanding relationship with the Chancery Lane Association helped to build support for the project at an early stage, and ensured that the benefits of the project were communicated clearly to local stakeholders.

#### 12. Implementation plan for lessons learnt

The City Public Realm team will continue to communicate at an early stage with local stakeholders. This approach has proven successful in achieving buy-in to projects in the past, and has reduced the risk of receiving negative feedback as projects progress. Liaison between the City and the term
contractor is also far more effective through the use of regular construction liaison meetings.

**Appendices**

<table>
<thead>
<tr>
<th>Appendix 1</th>
<th>Appendix 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan of completed project</td>
<td>Before &amp; after photos</td>
</tr>
</tbody>
</table>

**Contact**

<table>
<thead>
<tr>
<th>Report Author</th>
<th>Tom Noble</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email Address</td>
<td><a href="mailto:tom.noble@cityoflondon.gov.uk">tom.noble@cityoflondon.gov.uk</a></td>
</tr>
<tr>
<td>Telephone Number</td>
<td>020 7332 1057</td>
</tr>
</tbody>
</table>
Appendix 1 – plan of completed project
Appendix 2 – before & after photos
### Annex 3

**Project Name:** Ludgate Hill crossing (30 Old Bailey) – EE070

### Summary

**Brief description of project**

This project centred on the conversion of the zebra crossing on Ludgate Hill, adjacent to the western entrance of St Paul’s Cathedral, to a traffic signal controlled crossing. The signalised crossing was initially installed on a temporary basis, and was monitored for a 12 month period to assess the impact on all street users.

In order to accommodate a signalised crossing it was necessary to widen footways in the vicinity of the crossing. These changes improved the pedestrian environment without having any material impact on the operation of the crossing, and so it was agreed that the footway changes be retained regardless of the outcome of the trial.

The results of the trial demonstrated that, whilst traffic flows on Ludgate Hill were largely unchanged, there had been a reduction in vehicle queue lengths directly attributable to the crossing. Bus journey times had also marginally decreased. Whilst it was acknowledged that there was reduced priority for pedestrians when compared to the previous zebra crossing configuration, it was agreed that the other benefits outweighed this aspect and so a decision was taken to retain the crossing on a permanent basis.

**Recommendation**

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project.
- Note the S106 underspend will be reallocated to other projects, subject to the terms of the agreement and necessary Committee approvals.

### Outturn Assessment

| 13. Assessment of project against success criteria | • *Improved balance between all modes on Ludgate Hill, including pedestrians, cyclists and vehicles*  
| | o This has been achieved through the introduction of the signalised crossing, and also through the widening of the footways on both sides of the street.  
| | o Road users, particular London Buses, have benefitted from reductions in waiting times at the crossing owing to the introduction of the signalised crossing.  
| | o Whilst there has been a slight reduction in pedestrian priority arising from the removal of the zebra crossing, overall pedestrian amenity has been improved through the introduction of the widened footways.  
| | o The introduction of new York stone paving, replacing paving that was in poor condition and compliant dropped kerbs have also improved accessibility.  
| | • *An enhanced environment in the vicinity of St Paul’s Cathedral*  
| | o The introduction of wider footways, paved in new York stone, and a resurfaced carriageway have combined to improve the public realm environment on this approach to the Cathedral. |
14. Programme
The works were completed in February 2015, and the decision to retain the signalised crossing was taken by Committees in September 2016.

15. Budget
The project has been completed within the agreed budget.

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Evaluation</td>
<td>11,903</td>
<td>11,903</td>
<td>-</td>
</tr>
<tr>
<td>Staff Costs</td>
<td>55,786</td>
<td>51,273</td>
<td>4,513</td>
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<tr>
<td>Fees</td>
<td>30,400</td>
<td>29,483</td>
<td>917</td>
</tr>
<tr>
<td>Works</td>
<td>168,702</td>
<td>163,097</td>
<td>5,605</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>254,888</strong></td>
<td><strong>243,854</strong></td>
<td><strong>11,034</strong></td>
</tr>
</tbody>
</table>

16. Outstanding Actions
There are no actions outstanding.

**Lessons Learnt**

17. Key lessons
- Early engagement with representatives of the Cathedral, as a key local stakeholder, was crucial to ensure that the design proposals did not impact negatively on the setting of the Cathedral.
- Monitoring of the traffic and pedestrian flows at the crossing, both prior to and following the introduction of the signalised crossing, allowed for an objective decision to be taken, thereby reducing the risk of a potentially contentious project being delivered.

18. Implementation plan for lessons learnt
Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.

**Appendices**

Appendix 1  Site plan
Appendix 2  Site photos

**Contact**

Report Author  Tom Noble
Email Address  tom.noble@cityoflondon.gov.uk
Telephone Number  020 7332 1057
Appendix 2 – site photos
### Annex 4

**Project Name:** John Carpenter Street Improvements (S278)

#### Summary

**Brief description of project**

This project included hard and soft landscaping improvements to the highway at the southern end of John Carpenter Street at its junction with Victoria Embankment to make an attractive and usable public space through the introduction of new seating, paving materials, landscaping and lighting. The project sought to enhance the appearance and usability of the space and create an area to encourage people to spend time, thus activating and invigorating the immediate area. It was fully funded through a voluntary S278 agreement with the developer/occupier of the adjacent building.

**Recommendation**

It is recommended that Members:
- Note the lessons learnt and authorise closure of the project.
- Note the planned return of the underspend to the developer.

#### Outturn Assessment

<table>
<thead>
<tr>
<th>19. Assessment of project against success criteria</th>
<th>Criteria:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Created a pleasant and attractive environment for residents, workers, visitors and local occupiers by extending the existing road closure at the southern end of John Carpenter Street to create a formal plaza area with hard and soft landscaping elements.</td>
</tr>
<tr>
<td></td>
<td>2. Improved safety in the area through appropriate lighting design and use of the space with a new lighting scheme to increase lighting levels and perceived safety of area encouraging greater usage.</td>
</tr>
<tr>
<td></td>
<td>3. Provided a comfortable space for people to rest and enjoy the views across the River Thames to the Southbank with the introduction of various types of seating designs including benches and individual accessible Chico chairs.</td>
</tr>
<tr>
<td></td>
<td>4. Improved access through the area, particularly for those with disabilities with redesigned layout of street furniture and de-cluttering.</td>
</tr>
<tr>
<td></td>
<td>5. Increased greenery/planting/biodiversity with soft landscaping included in the scheme.</td>
</tr>
<tr>
<td></td>
<td>6. Demonstrated successful joint working with external client to improve the City environment. The project was delivered under within budget due to a close ongoing relationship with the building owners/ external client.</td>
</tr>
</tbody>
</table>

| 20. Programme | The works were completed by September 2014 although some additional liaison was required due to utility works which had not been reinstated following completion of works. |
21. Budget

The project has been completed within the agreed budget. The allocated contingency was not required and unspent funds are to be returned to the developer.

<table>
<thead>
<tr>
<th>Item Task</th>
<th>Approval Budget (£)</th>
<th>Amount Spent (£)</th>
<th>Amount Unspent (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-evaluation</td>
<td>45,000</td>
<td>42,153</td>
<td>2,847</td>
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<tr>
<td>Staff Costs</td>
<td>96,138</td>
<td>95,974</td>
<td>164</td>
</tr>
<tr>
<td>Fees</td>
<td>2,687</td>
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<td>-</td>
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<tr>
<td>Works</td>
<td>564,174</td>
<td>554,797</td>
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<tr>
<td>Contingency</td>
<td>40,000</td>
<td>-</td>
<td>40,000</td>
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<tr>
<td>TOTAL</td>
<td>748,000</td>
<td>695,612</td>
<td>52,388</td>
</tr>
</tbody>
</table>

Final Account Verification

Verified

22. Outstanding Actions

All works are complete and there are no outstanding actions for this project.

Lessons Learnt

23. Key lessons

- Officers developed a good working relationship with the developer which enabled a high quality space to be created that met the needs of the developer and the public.
- The developer had very specific requirements for the design which included various bespoke elements. Officers negotiated the inclusion of additional monies from the developer in order to mitigate against the financial risk of the budget.

24. Implementation plan for lessons learnt

Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.

Appendices

- Appendix 1: Site Plan
- Appendix 2: Site Images

Contact

- Report Author: Kam Dale
- Email Address: kam.dale@cityoflondon.gov.uk
- Telephone Number: 020 7332 3986
Site plan:
Site Photos:

John Carpenter Street Before:

John Carpenter Street After:
**Annex 5**

**Project Name:** 20 Fenchurch Street Security S278

**Summary**

**Brief description of project**

The project delivered security measures and public realm enhancements to the forecourt of 20 Fenchurch Street, providing increased protection to the building via the introduction of security rated bollards and granite seat cladding. The public realm enhancements included the introduction of trees, seating and paving to create an appealing and functional public space in a busy pedestrian environment. The project was fully funded from developer contributions via a voluntary S278 agreement with the developer.

**Recommendation**

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project.
- Note the planned return of the underspend to the developer.

**Outturn Assessment**

<table>
<thead>
<tr>
<th>25. Assessment of project against success criteria</th>
<th>The project met the agreed success criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved security for the building in the event of terrorist threats. With the introduction of security bollards and furniture around the perimeter of building.</td>
<td></td>
</tr>
<tr>
<td>2. Created a pleasant and attractive environment for residents, workers, visitors and the local occupier with the introduction of soft and hard landscaping elements such as planting, trees and seating.</td>
<td></td>
</tr>
<tr>
<td>3. Increased greenery/planting/biodiversity with the introduction of trees around the building.</td>
<td></td>
</tr>
</tbody>
</table>

| 26. Programme | The works were completed in 2015. |
27. Budget

The project has been completed within the agreed budget. The unspent funds will be returned to the developer.

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre Evaluation</td>
<td>128,722</td>
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<tr>
<td>Staff Costs</td>
<td>129,954</td>
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<td>8,467</td>
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<tr>
<td>Fees</td>
<td>20,574</td>
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<tr>
<td>Works</td>
<td>635,856</td>
<td>541,196</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>915,106</strong></td>
<td><strong>791,411</strong></td>
<td><strong>123,695</strong></td>
</tr>
</tbody>
</table>

Final Account Verification

Verified

28. Outstanding Actions

All works are complete and there are no outstanding actions for this project.

Lessons Learnt

29. Key lessons

- It would have been preferable to integrate security into the design of the building and the public realm at an earlier stage in order to avoid add-ons and delays.

30. Implementation plan for lessons learnt

Lessons learnt to be shared with planning colleagues and at Team Meetings and through consultation of this Gateway report.

Appendices

<table>
<thead>
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<tr>
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<td>Site Plan</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Site Images</td>
</tr>
</tbody>
</table>

Contact

<table>
<thead>
<tr>
<th>Report Author</th>
<th>Kam Dale</th>
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<td>Email Address</td>
<td><a href="mailto:kam.dale@cityoflondon.gov.uk">kam.dale@cityoflondon.gov.uk</a></td>
</tr>
<tr>
<td>Telephone Number</td>
<td>020 7332 3986</td>
</tr>
</tbody>
</table>
Site Plan:
Site Photos:

20 Fenchurch Street Security after
Annex 6

Project Name: Plough Place Enhancements S106 and S278

Summary

Brief description of project

The redevelopment of 12-14 New Fetter Lane with new access and servicing arrangements meant that the previous vehicular access from Plough Place into a surface level car park became redundant. This created an opportunity to significantly enhance the pedestrian environment through the pedestrianisation of Plough Place and new York stone footways around the development.

The preferred design for Plough Place as was developed as a response to the outcomes agreed by the Working Party and approved by Members. The key elements of the design are:

Section 106 Works

- Pedestrianisation of the street by removing the carriageway and creating a continuous, level surface in York stone;
- A central area containing hedge planting and accessible timber benches, paved with smaller module York stone, providing a series of ‘dwell’ spaces;
- Clusters of individual, accessible timber benches below existing trees at the eastern end of the space;
- Introduction of a new street tree at the western end of the space, acting as a focal point for people approaching from Chancery Lane;
- Replacement and relocation of cycle stands to the central area to facilitate greater pedestrian movement;
- New strip lighting under hedges and uplighters under the existing and new trees;
- To design out opportunities for skateboarding.

Section 278 Works

- Footways around the development on Fetter Lane and New Fetter Lane were upgraded from asphalt to York stone;
- Relocation of the motorcycle parking on Plough Place to the central reservation on Holborn;
- New street lighting on façade of building to Plough Place;
- Road markings to Fetter Lane and New Fetter Lane.

The construction works took place in two phases. The works were completed in 2016 following a slight delay in the programme caused by delays to the completion of the building.

Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project;
- Note that the unspent S106 funds will be used to fund other projects in the Chancery Lane strategy area in accordance with the terms of the S106,
subject to relevant committee approvals;

- Note that officers will contact the developer to discuss utilising the underspend from the S278 works on further public realm improvements in the locality, subject to relevant committee approvals and legal agreements.

Outturn Assessment

| 31. Assessment of project against success criteria | The project has been completed and has met the success criteria as follows  
  - An improved movement function for pedestrians through the pedestrianisation of the street;  
  - A more accessible environment, through the provision of level surfaces and new seating;  
  - A more attractive environment through the creation of a new public space with associated planting, seating and lighting;  
  - Relocation of motorcycle parking within the local area, without any loss of capacity. |
| 32. Programme | The works were carried out in phases to tie in with the redevelopment and were completed in 2016 |
| 33. Budget | The project was completed significantly under the agreed budget. The main reasons for the underspend were:  
  - The developer excavated a large amount of the concrete in the highway as part of their redevelopment works which generated a cost saving  
  - Some existing kerbs were able to be re-used  
  - The planters required less stone than originally estimated which generated a cost saving  
  - Utility works costs were lower than anticipated  

The remaining Section 106 funding is restricted in geography and scope, to be spent within the Chancery Lane Enhancement Strategy area, subject to committee approvals. Officers will also liaise with the developer in relation to the possibility of using the unspent S278 funding on other improvements in the area.
<table>
<thead>
<tr>
<th>Project Name: Plough Place s106</th>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
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<tbody>
<tr>
<td>Pre-Evaluation</td>
<td>75,358</td>
<td>59,585</td>
<td>15,773</td>
<td></td>
</tr>
<tr>
<td>Staff Costs</td>
<td>31,487</td>
<td>30,032</td>
<td>1,455</td>
<td></td>
</tr>
<tr>
<td>Works</td>
<td>300,914</td>
<td>191,554</td>
<td>109,360</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>407,759</td>
<td>281,171</td>
<td>126,588</td>
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</table>

<table>
<thead>
<tr>
<th>Project Name: Plough Place s278</th>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
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<tbody>
<tr>
<td>Pre-Evaluation</td>
<td>27,964</td>
<td>27,923</td>
<td>41</td>
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<tr>
<td>Staff Costs</td>
<td>37,636</td>
<td>30,806</td>
<td>6,830</td>
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</tr>
<tr>
<td>Fees</td>
<td>1,500</td>
<td>1,440</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Works</td>
<td>193,559</td>
<td>94,860</td>
<td>98,699</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>260,659</td>
<td>155,029</td>
<td>105,630</td>
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</table>

**Final Account Verification**

Verified

**34. Outstanding Actions**

None

**Lessons Learnt**

**35. Key lessons**

- The start on site was delayed due to delays to the development, meaning that the site was not accessible. The use of the City’s term contractor to carry out the works enabled us to flexibly accommodate these delays without any adverse impact on the budget.

**36. Implementation plan for lessons learnt**

Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.
## Appendices

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</thead>
<tbody>
<tr>
<td>Appendix 2</td>
<td>Before and After Photographs</td>
</tr>
</tbody>
</table>

## Contact

<table>
<thead>
<tr>
<th>Report Author</th>
<th>Melanie Charalambous</th>
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<tbody>
<tr>
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<td><a href="mailto:Melanie.charalambous@cityoflondon.gov.uk">Melanie.charalambous@cityoflondon.gov.uk</a></td>
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<td>Telephone Number</td>
<td>020 7332 3155</td>
</tr>
</tbody>
</table>
Appendix 1 - Site Plan
Plough Place – Before works

Plough Place - After
Annex 7

**Project Name:** 71 Queen Victoria Street Enhancement Scheme (S278)

**Summary**

Brief description of project

The scheme included hard and soft landscaping improvements to the space in front of 71 Queen Victoria Street. The space in front of the development included a large raised planter that was in poor condition and included dense and obtrusive evergreen plants. In addition, surrounding footways are narrow with accessibility constraints.

In order to make it a more attractive and usable area by the local community of businesses, workers and visitors, the scheme aimed to:

- Replace the existing planter with a new granite planter set within an improved street layout in order to maximise the space available for pedestrians, open up views across the area and introduce new seating areas;
- Enhance pedestrian movement through the space and improve accessibility through the raising of the carriageways adjacent to the local planter and businesses to footway level;
- Pedestrianise a short section of carriageway between the planter and 63 Queen Victoria Street to enable the delivery of a new public space; this was informed by vehicle tracking modelling which confirmed that this could be achieved without impacting upon vehicle movement and access.

**Recommendation**

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project following completion of the outstanding works.
- Note the planned return of any unspent funds to the developer of 71 Queen Victoria Street.

**Outturn Assessment**

<table>
<thead>
<tr>
<th>37. Assessment of project against success criteria</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improvement of the appearance and amenity of the public space whilst retaining some green planting</td>
<td></td>
</tr>
<tr>
<td>The closure of the section of Little Trinity Lane off Queen Victoria Street and the informal seating provided by the new granite planter enabled the creation of the new public space which is attractive and popular with workers and visitors (See appendix 2).</td>
<td></td>
</tr>
<tr>
<td>• Improved visibility of reception areas of refurbished office buildings at 71 and 77 Queen Victoria Street</td>
<td></td>
</tr>
<tr>
<td>The new planter layout and design together with the new planting design have significantly improved visibility of the office buildings at 71 and 77 Queen Victoria Street.</td>
<td></td>
</tr>
<tr>
<td>• Improvement of access through the area with wider footways and level access across carriageways where appropriate to reduce road danger risk for vulnerable road users</td>
<td></td>
</tr>
</tbody>
</table>
The raised carriageway has improved accessibility particularly for wheelchair and pushchair users and people with mobility impairments.

The raised carriageway surfaced in granite setts has provided an enhanced pedestrian feel of the area calming down traffic and enabling pedestrian informal crossing contributing to an enhanced pedestrian experience.

The contra-flow cycling introduced provides a safer cycling route away from heavy traffic and pollution.

### 38. Programme

The works were primarily completed in 2015. Post-implementation monitoring of vehicle and pedestrian use of the space was undertaken thereafter in order to identify where best to install street furniture (benches, bollards) and assess signage requirements. This lead to the installation of additional bollards to prevent vehicular overrun as well as an upgraded sign to the Painters’ Hall in 2016.

In regards to the seating – the new planter and granite seats are well used as informal seating and it was therefore decided in liaison with the developer to reduce the number and sizes of the timber benches – 2 x 2-seater benches and 2 x 3-seater benches instead of 6 x 3-seater benches. These have been procured and are programmed to be installed at the end of 2017.

### 39. Budget

The project has been completed within the agreed budget inclusive of any minor outstanding items noted above – total project costs below, inclusive of evaluation:

<table>
<thead>
<tr>
<th>Description</th>
<th>Approved Budget (£)</th>
<th>Expenditure (£)</th>
<th>Balance (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Evaluation</td>
<td>20,000</td>
<td>15,701</td>
<td>4,299</td>
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<tr>
<td>Staff Costs</td>
<td>41,000</td>
<td>37,771</td>
<td>3,229</td>
</tr>
<tr>
<td>Fees</td>
<td>15,000</td>
<td>14,642</td>
<td>358</td>
</tr>
<tr>
<td>Works</td>
<td>216,500</td>
<td>205,421</td>
<td>11,079</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>292,500</strong></td>
<td><strong>274,536</strong></td>
<td><strong>18,965</strong></td>
</tr>
</tbody>
</table>

Verification to be undertaken upon completion of outstanding works (additional seating installation and additional paving planned in autumn/winter 2017).

### 40. Outstanding Actions

The following works were postponed in agreement with the developer at the start of construction due to budget constraints following an increase of utilities costs. Following completion of snagging works, the outstanding works (originally in project scope) were agreed with the developer and are planned to be completed in late 2017:

- Installation of street furniture (4 benches and bins)
- Additional paving upgrade to create a consistent surface appearance along northern side of the planter on Queen Victoria Street.
Lessons Learnt

41. Key lessons

- **Good relationship with developer**
  This was key throughout the project from design, start on site, completion and post-implementation. The good working relationship enabled the programme of the project to adapt to the development’s programme and coordinate works very well maximising programme. The positive relationship established also enabled the project team to report issues in a timely manners and to jointly identify solutions and agree ways forward such as the utilities cost increase causing a budget constraint which lead to agreeing with the developer on a reduced project scope.

- **Appropriate fees budget ahead of Gateway 5 to enable more detailed utilities adjustment estimate**
  An early utilities estimate was produced based on outline utilities assessments and not on detailed investigations to minimise fees costs in regards to the developer. At Gateway 5, actual utilities costs were confirmed and were significantly higher than initially indicated by utility companies. We have learned from this project and in areas where there is a concentration of utilities to adjust, we are now seeking detailed utilities adjustment cost estimates from utilities companies at an earlier stage.

- **Draw in-house expertise as best as possible (re pipe subway and structural engineering re redesigning and using some of the existing planter)**

42. Implementation plan for lessons learnt

Lessons learnt have been shared at Team Meetings and with the Highways team in regards to utilities investigation and estimate as well as through consultation of this Gateway report.

Appendices

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<tr>
<td>Appendix 2</td>
<td>Site Images – before and after</td>
</tr>
</tbody>
</table>

Contact

<table>
<thead>
<tr>
<th>Report Author</th>
<th>Leila Ben-Hassel</th>
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</tr>
<tr>
<td>Telephone Number</td>
<td>0207 332 1569</td>
</tr>
</tbody>
</table>
Appendix 1: Site plan – general arrangement drawing
Appendix 2: Site Images – before and after

1/ Before

2/ After: new public space in front of 71 Queen Victoria Street building
3/ After: section of highway that was pedestrianised to deliver new public space