

<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Streets and Walkways Sub	27 September 2016	
Projects Sub	11 October 2016	
<b>Subject:</b> City Public Realm projects consolidated outcome report – Gateway 7		<b>Public</b>
<b>Report of:</b> The Director of the Built Environment		<b>For Decision</b>
<b><u>Summary</u></b>		
<p>This report consolidates the outcome reports for three City Public Realm projects:</p> <ul style="list-style-type: none"> <li>● Mariner House street scene enhancements</li> <li>● Austin Friars environmental enhancements</li> <li>● Shoe Lane street enhancement scheme</li> </ul> <p>These projects have delivered enhancements across the City. Key benefits include:</p> <ul style="list-style-type: none"> <li>● An enhanced pedestrian experience and new public spaces;</li> <li>● The addition of tree planting and greenery</li> <li>● A more accessible public realm.</li> </ul> <p>The projects have been largely externally funded from Section 106 receipts, Section 278 voluntary Agreements and Transport for London (TfL). The Shoe Lane project was also part-funded by the on-street parking reserve. The two Section106 funded schemes have underspends which will be available to utilise for further improvements in the local area, subject to the agreement of the developer and subsequent Committee approvals.</p> <p>A financial summary is set out in Table1. Individual reports on the projects are provided in Annexes 1-3.</p> <p><b>Recommendations</b> It is recommended that:</p> <p>(i) The outcome information is received and recommendations on individual reports approved</p>		

## **Overview**

<b>1. Link to Strategic Aims</b>	<p>The various projects support the following strategic aims:</p> <ul style="list-style-type: none"> <li>● To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors</li> <li>● To provide valued services, such as education, employment, culture and leisure, to London and the nation, through the delivery of an enhanced public realm for the benefit of all.</li> </ul>
<b>2. Benefits achieved to date</b>	<p>High quality spaces between buildings are an essential component for a successful City. A well-designed and managed public realm improves the City's liveability, enables it to</p>

	<p>comfortably accommodate future growth and delivers sustainable outcomes.</p> <p>When taken together, the three individual schemes, represent a major package of environmental enhancements and highway improvements that have transformed parts of the City.</p> <p>Benefits include:</p> <ul style="list-style-type: none"> <li>• An enhanced pedestrian experience through the creation of more space for pedestrians, new public spaces and seating areas with associated lighting improvements;</li> <li>• The addition of tree planting and greenery which softens the environment, supports climate change mitigation strategies, contributes to improved air quality and supports biodiversity;</li> <li>• A more accessible public realm through raised carriageways improved crossings and widened footways.</li> </ul> <p>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.</p>
<b>3. Within which category does the project fit</b>	Various ranging from advisable to desirable.
<b>4. Resources Expended</b>	Expenditure is summarised in Table1 below. Please also see the appended reports for an outturn assessment of each project.

### Outturn Assessment

<b>5. Budget</b>	<p>The projects were largely funded from Section 106 receipts, Section 278 voluntary contributions and TfL. The City's on-street parking reserve was also used to match-fund the Shoe Lane Quarter scheme as part of a partnership project with a key City occupier. Details of the individual outturn assessments are set out in the appended reports and summarised in Table1below.</p> <p>The Section 106 funded schemes have underspends which will be available to utilise for other projects, subject to the agreement of the developer and subsequent committee approvals.</p> <p>All project finances have been verified and checked.</p>
<b>6. Outstanding actions</b>	See enclosed reports

## Lessons Learnt

<b>7. Key lessons and how they are being used and applied</b>	Key lessons are summarised below. All lessons learnt are set out in full in Appendix 1. <ul style="list-style-type: none"><li>• Close communication with local occupiers has been vital to the success of projects. This enabled officers to adapt construction timings and methodologies to accommodate deliveries and minimise disruption.</li><li>• Partnerships with stakeholders were instrumental in developing projects and accessing external funding for their implementation.</li><li>• Officers have gained expertise in a number of areas such as security and this knowledge has been successfully applied to subsequent projects.</li></ul>
<b>8. Legal Implications</b>	Included within the reports.

## Appendices and Annexes

<b>Appendix 1</b>	Schedule of Lessons Learnt
<b>Annex 1</b>	Mariner House street scene enhancements
<b>Annex 2</b>	Austin Friars environmental enhancements
<b>Annex 3</b>	Shoe Lane street enhancement scheme

## Contact

<b>Report Author</b>	Melanie Charalambous
<b>Email Address</b>	Melanie.charalambous@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3155

**Table 1: Summary of Project Finances**

<b>Project</b>	<b>Funding Source</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Variance (£)</b>
Mariner House street scene enhancements	Section 106	590,158	461,575	128,583
Austin Friars environmental enhancements	Section 106/TfL	639,500	613,127	26,373
Shoe Lane street enhancement scheme	Voluntary S278/On-street Parking Reserve	1,869,673	1,719,564	150,109
<b>TOTAL</b>		<b>3,099,331</b>	<b>2,794,265</b>	<b>305,066</b>

**Appendix 1**  
**Schedule of lessons learnt from individual project reports**

Annex	Project name	Lessons Learnt
1	Mariner House street scene enhancements	<ul style="list-style-type: none"> <li>• Identifying key stakeholders early on and ongoing communication was key to the success of the scheme. This enabled a design to be developed that satisfied all stakeholders.</li> <li>• The Section 106 agreement included a restricted plan area where enhancements could be carried out. This restriction has meant that not all funds were able to be spent and a variation is now required. Such restrictive Agreements are no longer used.</li> </ul>
2	Austin Friars environmental enhancements	<ul style="list-style-type: none"> <li>• Given the highly constrained nature of the area, the need to maintain access for servicing and deliveries, and the short timetable for delivery of the works, a considerable amount of stakeholder engagement was undertaken. The upfront time and cost associated with such in-depth stakeholder engagement was worthwhile as it created strong relationships with influential groups and enabled the construction process to be adapted to meet the delivery requirements of occupiers.</li> <li>• There were a few complaints regarding noise levels of the works due to the narrow street widths and offices based within single glazed historic buildings. In response to this, the noise levels were reduced by incorporating an enclosure for cutting materials, which is something that could be considered on schemes of a similar scale and character.</li> <li>• A basement condition survey was carried out prior to works commencing in order to reduce the risk of claims for damage from occupiers.</li> </ul>
3	Shoe Lane street enhancement scheme	<ul style="list-style-type: none"> <li>• This was the first major public realm partnership project with a City business, setting a positive precedent and giving confidence to other organisations in the ability of the Corporation to deliver successful projects.</li> <li>• The security infrastructure and associated management process was the first of its kind in a dense urban area, and the complementary enhancements to the public realm helped to reduce the visual impact of the security infrastructure.</li> </ul>

		<ul style="list-style-type: none"><li>• Officers received training and security clearance which allowed them to work on this and future security-driven projects, a skill which has been retained and further developed within the Built Environment department.</li></ul>
--	--	--

## Annex 1

<b>Project Name:</b> Mariner House Section 106 Improvement Works
<b><u>Summary</u></b>
<p><u>Brief description of project</u></p> <p>This project included enhancements to streets and spaces within the vicinity of the Mariner House redevelopment. Works included:</p> <ul style="list-style-type: none"> <li>● The pedestrianisation of the northern section of Savage Gardens to create a linear public space with trees and seating</li> <li>● Lighting improvements under the railway bridge</li> <li>● Widening of a narrow section of the Crutched Friars northern footway to improve the pedestrian experience</li> <li>● A contribution towards the re-landscaping of St Olave’s Churchyard</li> </ul> <p><u>Recommendation</u></p> <p>It is recommended that Members:</p> <ul style="list-style-type: none"> <li>● Note the lessons learnt and authorise closure of the project.</li> <li>● Authorise officers to approach the developer to seek to vary the S106 to allow the remaining funds to be spent on other enhancement projects in the City.</li> </ul>

### **Outturn Assessment**

<b>1. Assessment of project against success criteria</b>	<ul style="list-style-type: none"> <li>● The creation of a more pleasant street environment, with more space for pedestrians, enhanced greenery and places to rest             <ul style="list-style-type: none"> <li>○ The pedestrianisation of the northern section of Savage Gardens, provided a much needed amenity that was lacking in the area. The introduction of 8 street trees and managed seating enhanced the pedestrian experience by increasing greenery and providing areas of rest.</li> <li>○ The widening of a section of Crutched Friars footway provided more space for pedestrians. The footway was previously quite narrow and crowded at peak times.</li> <li>○ The improvement works to St Olave’s Churchyard provided a much needed upgrade to a space that was a little dated, by introducing new planting and seating.</li> </ul> </li> <li>● Improved accessibility in the area             <ul style="list-style-type: none"> <li>○ The northern carriageway of Savage Gardens was raised to footway level to improve accessibility.</li> <li>○ Improved way finding signage was introduced.</li> </ul> </li> <li>● Improved safety through better lighting of covered sections of the streets             <ul style="list-style-type: none"> <li>○ A lighting plan was developed that resulted in decorative lighting being introduced to the pedestrianised footway at Savage Gardens as well as the railway arches at Savage Gardens, Crutched Friars and Cooper’s Row</li> </ul> </li> </ul>
<b>2. Programme</b>	The works were primarily completed by April 2015 with remaining lighting

	works completed in spring 2016 and minor outstanding items planned by December 2016.																				
<b>3. Budget</b>	The project has been completed within the agreed budget inclusive of any minor outstanding items noted in paragraph 2.																				
	<table border="1"> <thead> <tr> <th>Item Task</th> <th>Approval Budget (£)</th> <th>Amount Spent (£)</th> <th>Amount Unspent (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs</td> <td>156,170</td> <td>148,399</td> <td>7,772</td> </tr> <tr> <td>Fees</td> <td>70,394</td> <td>61,975</td> <td>8,418</td> </tr> <tr> <td>Works</td> <td>363,594</td> <td>251,201</td> <td>112,393</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>590,158</b></td> <td><b>461,575</b></td> <td><b>128,583</b></td> </tr> </tbody> </table>	Item Task	Approval Budget (£)	Amount Spent (£)	Amount Unspent (£)	Staff Costs	156,170	148,399	7,772	Fees	70,394	61,975	8,418	Works	363,594	251,201	112,393	<b>TOTAL</b>	<b>590,158</b>	<b>461,575</b>	<b>128,583</b>
Item Task	Approval Budget (£)	Amount Spent (£)	Amount Unspent (£)																		
Staff Costs	156,170	148,399	7,772																		
Fees	70,394	61,975	8,418																		
Works	363,594	251,201	112,393																		
<b>TOTAL</b>	<b>590,158</b>	<b>461,575</b>	<b>128,583</b>																		
<b>Final Account Verification</b>	Verified																				
<b>4. Outstanding Actions</b>	<p>Although works are largely complete there are some outstanding snagging works which will be completed by the end of the year. These are as follows:</p> <ul style="list-style-type: none"> <li>• <u>Lighting</u>: The installation of the final LED lighting in Savage Gardens was delayed to accommodate Network Rail's scheduled maintenance works. Works to complete the installation will now take place by the end of the year.</li> <li>• <u>Soft Landscaping</u>: Some adjustments to the soft landscaping approved as part of the final phase of works is required and will be carried out by the end of the year to coincide with the Open Spaces planting season.</li> </ul>																				

### Lessons Learnt

<b>5. Key lessons</b>	<ul style="list-style-type: none"> <li>• Identifying key stakeholders early on and ongoing communication was key to the success of the scheme. This enabled a design to be developed that satisfied all stakeholders.</li> <li>• The Section 106 agreement included a restricted plan area where enhancements could be carried out. This restriction has meant that all the funds were unable to be spent and a variation is now required. Such restrictive Agreements are no longer used.</li> </ul>
<b>6. Implementation plan for lessons learnt</b>	Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.

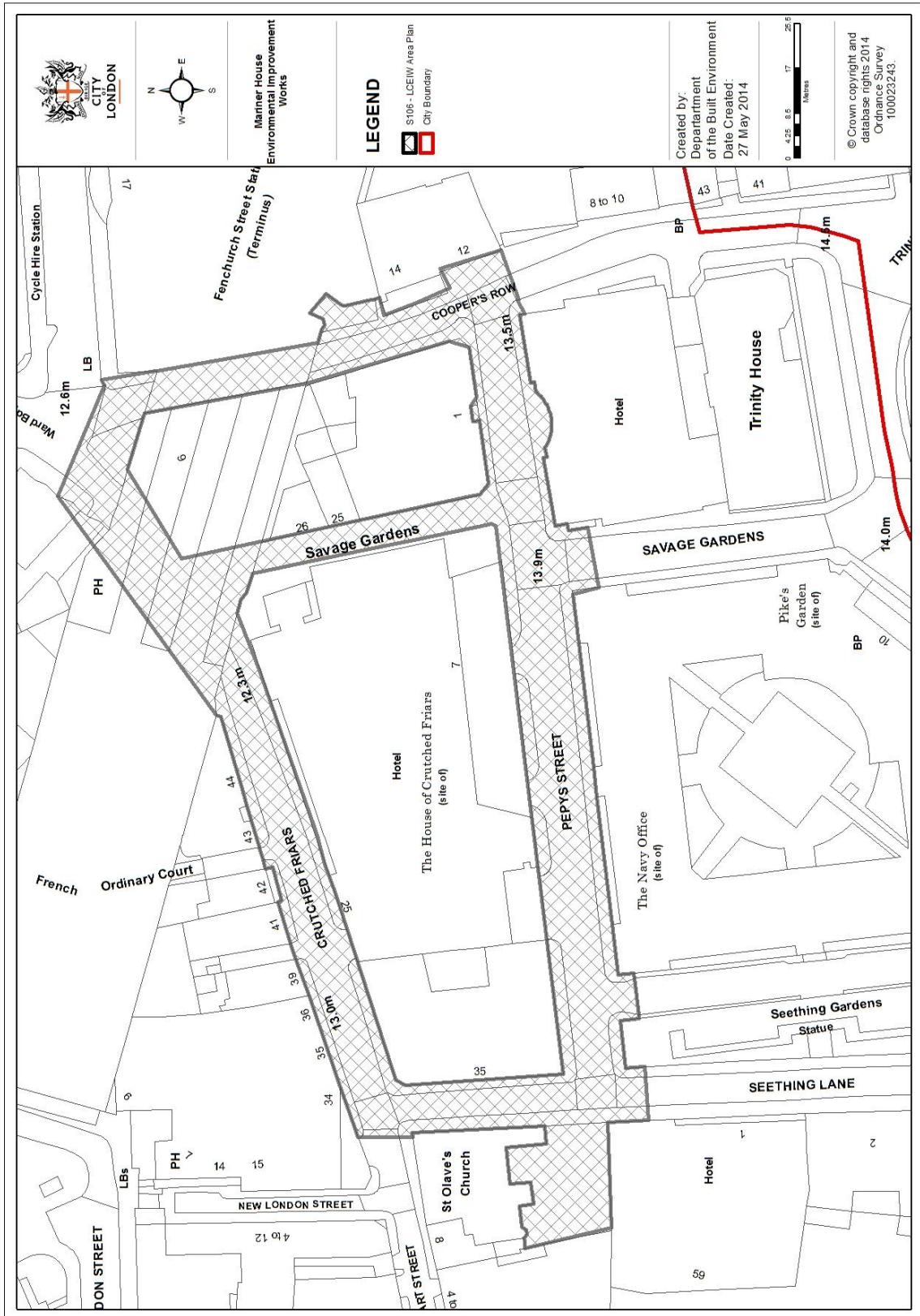
### Appendices

<b>Appendix 1</b>	Site Plan
<b>Appendix 2</b>	Site Images

### Contact

<b>Report Author</b>	Emmanuel Ojugo
<b>Email Address</b>	<a href="mailto:emmanuel.ojugo@cityoflondon.gov.uk">emmanuel.ojugo@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1158



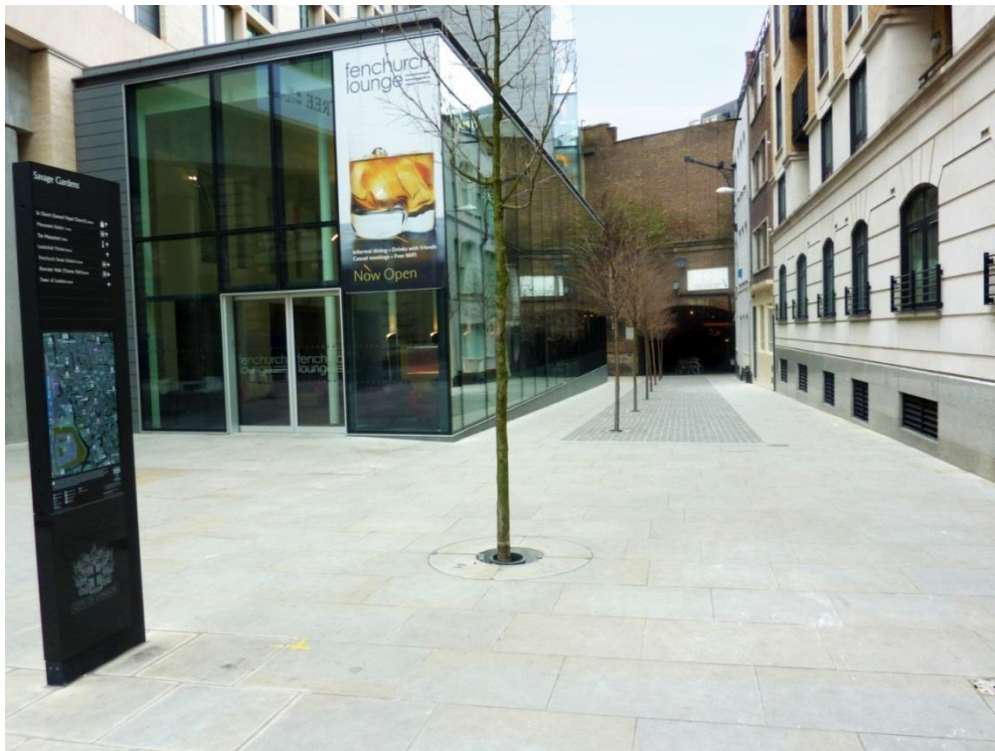


**Appendix 1: Site Plan**

## Appendix 2: Site Images



Savage Gardens Prior to Environmental Improvement Works



Savage Gardens Following Environmental Improvement Works





**Savage Gardens viewed from the upper floor of the completed hotel development**

## Annex 2

**Project Name:** Austin Friars environmental enhancements

### Summary

#### Brief description of project

Identified as one of the high priority projects within the Bank Area Enhancement Strategy (2013), the enhancement of Austin Friars was established, in consultation with key stakeholders, to support the east-west movement of pedestrians along alternative routes to 'by-pass' Bank Junction. In August 2014 a successful funding bid was made to TfL to supplement the S106 funds and enable enhancements to the entire length of the lane to deliver all of the aspirations set out within the Area Strategy.

A design for Austin Friars was developed in conjunction with key stakeholders as follows:

- A raised carriageway, resurfaced in granite setts for the length of the lane;
- A raised surface treatment in York stone to Austin Friars Square;
- New York stone footways throughout;
- New strip lighting to Austin Friars Square;
- New lighting under the entrance archway into Austin Friars and upgraded lighting along the lane;
- Increased cycle parking provision;
- New seating;
- New wayfinding signage;
- Bollards along the length of the lane to protect adjacent properties and increase pedestrian safety.

In addition to the physical measures set out above, the need to increase pedestrian safety and reduce the dominance of vehicles in the area was identified as a key element to the success of an enhancement scheme in this area. In order to achieve this, an experimental Traffic Order was introduced which included a timed restriction to vehicles entering Austin Friars between 11.00a.m. and 4.00p.m. as well as a width restriction of 2.3m. The consultation on this Traffic Order ran from October 2015 until April 2016 with no formal comments received. The Traffic Order was made permanent in May 2016.

#### Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project.
- Authorise officers to approach the developer to seek to vary the S106 to allow the remaining funds to be spent on other enhancement projects in the City.

## Outturn Assessment

<p><b>1. Assessment of project against success criteria</b></p>	<p>The project has managed to achieve a dramatic improvement in pedestrian accessibility, with new raised carriageway creating a fully accessible public realm along the entire length of the lane.</p> <p>New lighting, seating, and pedestrian wayfinding signage have all contributed to improving the pedestrian environment along Austin Friars.</p> <p>The construction works took place over an eight month period between February and October 2015. Due to the highly restricted character of the area it was necessary to close Austin Friars for all access and servicing vehicles throughout the construction period, with alternative servicing locations provided on Old Broad Street and Great Winchester Street. The works were completed in line with the pre-agreed programme and regular communications with stakeholders throughout this period ensured that any negative impacts of the works were minimised or dealt with in a swift and effective manner.</p> <p>Based on a study of vehicle movements before and after the works there appears to have been a significant reduction in vehicles using Austin Friars from an average of 238 per day before the works to an average of 97 following completion.</p> <p>An assessment was also undertaken of the potential improvement in air quality, with the results showing a predicted reduction in NO<sub>2</sub> concentrations all along Austin Friars, with most of the street now predicted to fall below the nitrogen dioxide health based standard (40µg/m<sup>3</sup>), whereas previously, approximately two thirds of the street was over the health based standard.</p> <p>There are objectives set out in the Bank Area Strategy around adding more greenery into Austin Friars, but following consideration at the design stage additional planting was not considered to be achievable due to narrow street widths. This may be achievable in a future enhancement front of the Dutch Church, which is private land.</p> <p>The project was funded by TfL and Section 106 receipts. The Section 106 funds are underspent and so it is proposed to approach the developer to vary the agreement to allow the remaining funds to be spent on other projects in the local area or elsewhere in the City.</p>														
<p><b>2. Programme</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Task</th> <th style="text-align: center;">Programme</th> </tr> </thead> <tbody> <tr> <td>Project Initiation</td> <td>May 2014 – July 2014</td> </tr> <tr> <td>Concept Design</td> <td>Aug – Sept 2014</td> </tr> <tr> <td>Stakeholder Engagement</td> <td>Oct – Nov 2014</td> </tr> <tr> <td>Detailed Design</td> <td>Dec 2014 – Jan 2015</td> </tr> <tr> <td>Construction</td> <td>Feb 2015 – Oct 2015</td> </tr> <tr> <td>Experimental Traffic Order</td> <td>Oct 2015 – April 2016</td> </tr> </tbody> </table>	Task	Programme	Project Initiation	May 2014 – July 2014	Concept Design	Aug – Sept 2014	Stakeholder Engagement	Oct – Nov 2014	Detailed Design	Dec 2014 – Jan 2015	Construction	Feb 2015 – Oct 2015	Experimental Traffic Order	Oct 2015 – April 2016
Task	Programme														
Project Initiation	May 2014 – July 2014														
Concept Design	Aug – Sept 2014														
Stakeholder Engagement	Oct – Nov 2014														
Detailed Design	Dec 2014 – Jan 2015														
Construction	Feb 2015 – Oct 2015														
Experimental Traffic Order	Oct 2015 – April 2016														

<b>3. Budget</b>	The project was completed within the agreed budget			
		<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Variance (£)</b>
	Staff Costs Total:	145,096	144,633	463
	Fees Total:	27,828	26,587	1,241
	Works Total:	457,988	441,907	16,081
	Contingency Total:	8,588	0	8,588
	<b>Grand Total</b>	639,500	613,127	26,377
<b>Final Account Verification</b>	Verified			
<b>4. Outstanding Actions</b>	None			

**Lessons Learnt**

<b>5. Key lessons</b>	<ul style="list-style-type: none"> <li>Given the highly constrained nature of the area, the need to maintain access for servicing and deliveries, and the short timetable for delivery of the works, a considerable amount of stakeholder engagement was undertaken. The upfront time and cost associated with such in-depth stakeholder engagement was worthwhile as it created strong relationships with influential groups and enabled the construction process to be adapted to meet the delivery requirements of occupiers.</li> <li>There were a few complaints regarding noise levels of the works due to the narrow street widths and offices based within single glazed historic buildings. In response to this, the noise levels were reduced by introducing an enclosure for cutting materials on site, which is something that could be considered on schemes of a similar scale and character.</li> <li>A basement condition survey was carried out prior to works commencing in order to reduce the risk of claims for damage from occupiers.</li> </ul>
<b>6. Implementation plan for lessons learnt</b>	Lessons learnt to be shared at Team Meetings and through consultation of this Gateway report.

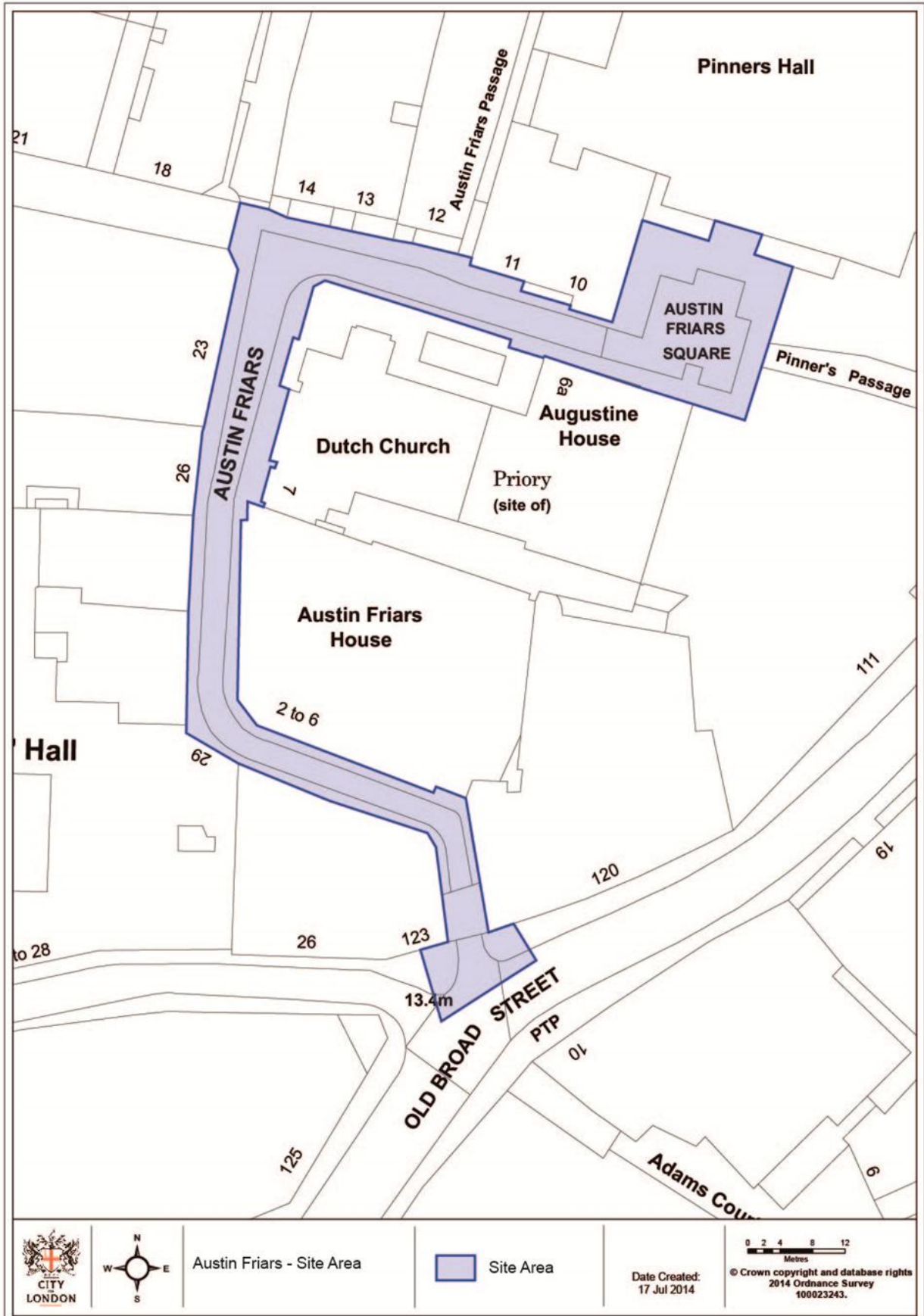
## **Appendices**

<b>Appendix 1</b>	Site Plan
<b>Appendix 2</b>	Before and After Photographs

## **Contact**

<b>Report Author</b>	Luke Joyce
<b>Email Address</b>	luke.joyce@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1928

# Appendix 1 - Site Plan





## Appendix 2 – Before and After Photographs



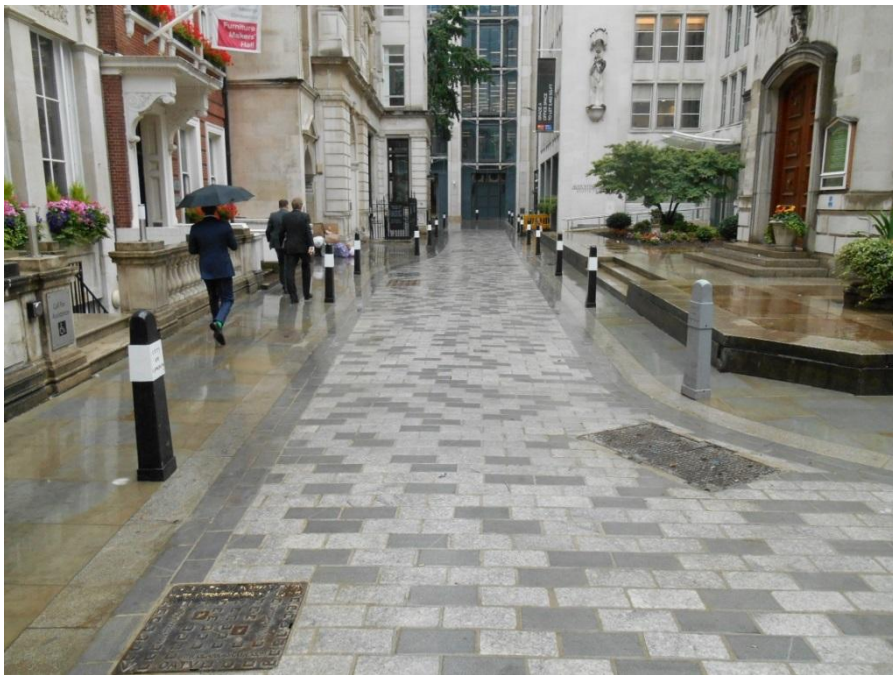
Austin Friars Central Section – Before works



Austin Friars Central Section – After works



Austin Friars– Before works



Austin Friars– After works

## Annex 3

**Project Name:** Shoe Lane street enhancement scheme

### Summary

#### Brief description of project

The Shoe Lane Quarter project was developed as part of the Street Scene Challenge initiative, a scheme that involved collaboration with local businesses to develop environmental enhancement projects across the City. This particular project was progressed with input from a key local occupier, who provided match-funding and worked with the City to develop the design. This partnership working was pioneering at the time, and paved the way for future collaborations between the City and occupiers.

The primary driver behind the project was to deliver enhanced security measures for a key City occupier. The security scheme was a first for the Square Mile, and for urban areas in general, introducing managed access for vehicles whilst improving conditions and maintaining continuous access for pedestrians and cyclists.

Alongside the security measures, a range of public realm enhancements, including new York stone footways, planters and street trees, improved cycling facilities, and public art were implemented. This ensured that the security measures did not dominate the public realm, but were incorporated into the wider enhancement scheme to provide an overall benefit for the City. A plan of the completed scheme is shown in Appendix 1.

Phase 1 was completed in 2008, with completion of Phase 2 following in 2009. Phase 3 of the project was not fully progressed owing to the emergence of the redevelopment of Plumtree Court.

#### Recommendation

It is recommended that Members:

- Note the lessons learnt and authorise closure of the project.

### Outturn Assessment

<b>1. Assessment of project against success criteria</b>	<p>The main objective of the project was to deliver security measures and public realm enhancements which was achieved in Phases 1 and 2 of the project.</p> <p>The closure of the southern end of St Bride Street created a new public space with seating and planting with improved facilities for pedestrians and cyclists, whilst having minimal impacts on traffic flows.</p> <p>The <i>Resolution</i> sculpture by Antony Gormley was the first 'modern' public art piece to be permanently installed in the City as part of this project, paving the way for future works to be introduced across the Square Mile.</p>
--	---

<p><b>2. Programme</b></p>	<p>The project was completed within the agreed programme.</p> <p>Phase 3 was intended to deliver enhancement to Wine Office Court; however, an adjacent development prevented this Phase to be implemented at the time. The requirement for the infrastructure has now been superseded by the current development at Plumtree Court, and so it is proposed that this final phase be curtailed.</p>																								
<p><b>3. Budget</b></p> <p><b>Final Account Verification</b></p>	<p>The project was completed within the agreed budget.</p> <p>The project was match-funded between the City of London and the occupier through a voluntary S278 agreement. The project came in under budget as shown in table 1 below; with a total underspend of £150,108. This has resulted in a reduced draw down from the On Street Parking Reserve (OSPR) of £51,989.</p> <p>A summary of the total project finances is shown in table 1 below. A full breakdown of the project finances by phase is shown in Appendix 2.</p> <p>Table 1</p> <table border="1" data-bbox="443 913 1469 1198"> <thead> <tr> <th>Description</th> <th>Approved (£)</th> <th>Expenditure (£)</th> <th>Balance (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs</td> <td>231,549</td> <td>201,965</td> <td>29,584</td> </tr> <tr> <td>Fees</td> <td>208,090</td> <td>162,411</td> <td>45,679</td> </tr> <tr> <td>Works</td> <td>1,388,099</td> <td>1,313,254</td> <td>74,845</td> </tr> <tr> <td>Revenue (for maintenance)</td> <td>41,935</td> <td>41,935</td> <td>0</td> </tr> <tr> <td><b>Grand Total *</b></td> <td><b>1,869,673</b></td> <td><b>1,719,564</b></td> <td><b>150,108</b></td> </tr> </tbody> </table> <p>* excludes total maintenance costs of £36,420</p> <p>Verified.</p>	Description	Approved (£)	Expenditure (£)	Balance (£)	Staff Costs	231,549	201,965	29,584	Fees	208,090	162,411	45,679	Works	1,388,099	1,313,254	74,845	Revenue (for maintenance)	41,935	41,935	0	<b>Grand Total *</b>	<b>1,869,673</b>	<b>1,719,564</b>	<b>150,108</b>
Description	Approved (£)	Expenditure (£)	Balance (£)																						
Staff Costs	231,549	201,965	29,584																						
Fees	208,090	162,411	45,679																						
Works	1,388,099	1,313,254	74,845																						
Revenue (for maintenance)	41,935	41,935	0																						
<b>Grand Total *</b>	<b>1,869,673</b>	<b>1,719,564</b>	<b>150,108</b>																						
<p><b>4. Outstanding Actions</b></p>	<p>Minor changes to the cycle route at the southern end of St Bride Street may be required in order to better direct cyclists through the area. This will be considered by officers and addressed in due course as part of business as usual.</p>																								

**Lessons Learnt**

<p><b>5. Key lessons</b></p>	<ul style="list-style-type: none"> <li>• <b>Successful partnership established with a key City occupier, including joint funding of projects</b> – This was the first major public realm partnership project with a City business, setting a positive precedent and giving confidence to other organisations in the ability of the Corporation to deliver successful projects. The City has since forged numerous successful partnerships with developers and occupiers, often including joint funding arrangements.</li> </ul>
------------------------------	---

	<ul style="list-style-type: none"> <li>• <b>Pioneering and innovative design for security measures in urban areas</b> – the security infrastructure and associated management process was the first of its kind in a dense urban area, and the complementary enhancements to the public realm helped to reduce the visual impact of the security infrastructure. The City has since delivered a number of high-profile security projects, in part by utilising the skills and knowledge acquired through this project.</li> <li>• <b>Developing the capacity to manage security-driven projects</b> – officers received training and security clearance which allowed them to work on this and future security-driven projects, a skill which has been retained and further developed within the Built Environment department.</li> <li>• <b>Collaboration with a world-renowned artist</b> – the partnership with Sir Antony Gormley to deliver the ‘Resolution’ sculpture was the first of its kind in the City. This has paved the way for future partnerships for public art, most notably through the establishment of the City Arts Initiative, which has proved a successful platform for introducing new temporary and permanent artworks to the Square Mile.</li> </ul>
<b>6. Implementation plan for lessons learnt</b>	<p>The majority of the lessons noted above are already being implemented. They will also continue to be shared at Team Meetings and through consultation of this Gateway report.</p>

### Appendices

<b>Appendix 1</b>	Site plan
<b>Appendix 2</b>	Before and after photos
<b>Appendix 3</b>	Finance tables

### Contact

<b>Report Author</b>	Tom Noble
<b>Email Address</b>	tom.noble@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1057



**Appendix 1: Site plan**



## Appendix 2: Before and after photos

St Bride Street





# Shoe Lane





### Appendix 3: Finance tables

Table 1 – Overall project summary & funding contributions

Funding	Agreed (£)	Received (£)	Balance (not required) (£)
TfL	10,000	10,000	0
Developer	927,047	861,286	65,761
City Funds (OSPR)	927,047	875,058	51,989
<b>Total Funding</b>	<b>1,864,094</b>	<b>1,746,344</b>	<b>117,750</b>

Table 2 – Total Project Cost

Description	Approved (£)	Spent (£)	Balance (£)
Capital cost	1,827,738	1,677,629	150,108
Revenue (maintenance) cost	41,935	41,935	0
<b>Total Project Sum *</b>	<b>1,869,673</b>	<b>1,719,564</b>	<b>150,109</b>

Table 3 – Project expenditure by phase

Shoe Lane - Phase 1	Approved Budget (£)	Spend to date (£)	Balance (£)
Staff Costs	131,627	131,627	0
Fees	60,083	56,457	3,626
Works	819,307	819,166	141
<b>Total Shoe Lane Phase 1 *</b>	<b>1,011,017</b>	<b>1,007,250</b>	<b>3,767</b>

\* excludes maintenance cost of £10,900

Shoe Lane - Phase 2	Approved Budget (£)	Spend to date (£)	Balance (£)
Staff Costs	81,378	53,428	27,950
Fees	141,690	104,819	36,871
Works	495,049	492,992	2,057
<b>Total Shoe Lane Phase 2 *</b>	<b>718,117</b>	<b>651,239</b>	<b>66,878</b>

\* excludes maintenance cost of £14,524

Shoe Lane - Phase 3	Approved Budget (£)	Spend to date (£)	Balance (£)
Staff Costs	18,544	16,909	1,635
Fees	6,317	1,135	5,182
Works	73,743	1,096	72,647
<b>Total Shoe Lane Phase 3 *</b>	<b>98,604</b>	<b>19,140</b>	<b>79,464</b>

\* excludes maintenance cost of £10,996