

<b>Committees:</b> Streets and Walkways Sub-Committee	<b>Dates:</b> 11 December 2012	
<b>Subject:</b> Cheapside Area Enhancement Strategy – Report on progress and proposed review		<b>Public</b>
<b>Report of:</b> The Director of the Built Environment		<b>For Decision</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This report provides an update on the implementation of the Cheapside Area Enhancement Strategy and proposes a review and update of the strategy.</p> <p>Since the strategy was approved in 2008 most of the Phase 1 and 2 projects have been successfully implemented. The enhancement schemes that have been completed are: Bow lane, Bow Churchyard, Foster Lane, Milk Street Area, Wood Street, Gresham Street Central, Gresham Street East and Cheapside stages 1 – 3. Cheapside stage 4 is substantially complete and stage 4a is planned.</p> <p>The Cheapside area has been transformed by the implementation of the strategy. The main successes are as follows:</p> <ul style="list-style-type: none"> <li>• More space has been created for pedestrians and junctions and crossings have been improved and made safer;</li> <li>• The retail environment has been enhanced and the new streetscape supports a successful retail centre that is open 7 days a week;</li> <li>• The streets and spaces in the area are greener, more comfortable and more accessible;</li> <li>• The street environment now has a consistently high standard and joined-up feel with the use of a limited palette of materials.</li> </ul> <p>The Cheapside initiative has also had a considerable amount of success in promoting the retail offer and has run several successful events, including traffic free Christmas shopping days. The Initiative has recently commissioned a study on ‘Greening Cheapside’ which identifies several potential projects in the area. It is proposed to carry out an options appraisal of these projects in order to further enhance the Cheapside area.</p> <p>The Strategy is now more than four years old and a review and update of the document is proposed to ensure that it meets the changing needs of the area. In particular, the feasibility of removing the gyratory at St Martins Le Grand/Newgate Street is currently being assessed and there is a long-standing desire to improve pedestrian connections to Cheapside so that it is better linked to other visitor attractions such as the Museum of London, the Barbican, St Paul’s and the Millennium Bridge. This would also bring the area strategy in line with the City’s Core Strategy (2011) and the Cultural Strategy 2012-17, as well as the City’s emerging Visitor Strategy (2013-18) which looks at how weekends and the retail offer can be promoted to visitors. It is proposed that</p>		

the amended document be reported back to Committees, before being consulted upon with the public and subsequently adopted as a revised strategy for the area.

**Recommendation:** It is recommend that:

- (i) The update information on the strategy is received and actions noted;
- (ii) Options for the further greening of the Cheapside area be developed at an estimated cost of £25,000, funded from the interest accrued on the 120 Cheapside Section 106 agreement, subject to the agreement of the developer and a Gateway 1 and 2 report to be submitted for approval;
- (iii) A revised strategy is prepared at an estimated cost of £45,000, funded from the interest accrued on the 120 Cheapside Section 106 Agreement, subject to the agreement of the developer, with the revised strategy presented to Members in advance of public consultation in 2013.

### **Background**

1. The Cheapside Area Enhancement Strategy was developed in 2008 to coordinate the delivery of environmental enhancements, leisure and cultural opportunities in the Cheapside Area. The key vision of the strategy is to create a high quality comfortable street environment that adequately reflects the status of Cheapside as a world-class retail and leisure destination. The preparation of the strategy was inspired by the tremendous growth and change that was happening in Cheapside at the time and the formation of the Cheapside Initiative. The construction of One New Change and numerous other developments has seen the retail offer in the area grow to a size that rivals other centres across London. The shopping facilities are particularly well-used by City workers.
2. The strategy and the framework for its implementation were approved by Committees in 2008. Projects in the strategy are divided into Phases with Phase One covering the side streets and spaces and Phase Two relating to Cheapside itself. Phase Three refers to ongoing events and cultural opportunities that are primarily promoted by the Cheapside Initiative.

### **Completed Projects**

3. To date, all of the Phase One projects have been completed and most of Phase Two is also complete. Completed Phase One projects are listed in Table 1 below:

**Table 1: Phase One projects**

<b>Project</b>	<b>Description</b>
Bow Lane	Re-paving the lane to create a more robust and improved environment, together with planters. Completed 2008.
Bow Churchyard	Re-landscaping the space to create a refreshed public square with a better connection to surrounding buildings and retail units and an enhanced space for people to rest. Completed 2011.
Foster Lane	Significant widening of footways and re-surfacing to create more space for pedestrians and improve access. Completed 2009.
Milk Street Area	Creation of a pocket space at the southern end of the street with tree planting and seating, together with lighting and access enhancements to form a more comfortable walking route. The lighting in Honey Lane was not able to be installed due to the demolition of the neighbouring building. Completed 2012.
Wood Street	Re-paving and access improvements to better link the street to Cheapside. Completed 2010.
Gresham Street Central	A raised pedestrian table and footway widening to form an enhanced and more accessible street environment. Completed 2010.
Gresham Street East	Widening and re-surfacing the footways to provide a more comfortable street environment. Completed 2011

4. The public realm of the area has been significantly enhanced through the implementation of the above projects. As a result, the objectives of the strategy are being realised, with a more comfortable and greener environment emerging. Of particular note is the high standard and consistency of materials and design which has led to a better connected street environment for the benefit of all users.
5. All Phase One projects have been completed within approved budgets, with several having underspends. Financial summaries are set out in Appendix A. Outcome reports on these projects are planned for 2013. Officers will also develop options for the use of any underspends which may include opportunities for road danger reduction measures in the area.

## **Phase Two - Cheapside**

6. This major street enhancement project is divided into four stages:
  - Stage 1 included footway widening and re-paving works around One New Change. These works were completed in October 2010 and have provided an enhanced environment around the new shopping centre with clear connections to the surrounding streets.
  - Stage 2 involved the re-modelling of the junction of New Change and Cheapside to remove the guard-railing and form simple straight-across crossings with a neutral impact on traffic, together with the widening of footways. This element of the works was completed December 2010 and has been a significant success with greatly enhanced pedestrian comfort and safety.
  - Stage 3 included widening the footways by 3 metres on each side of the street, re-paving, tree planting and other improvements along the main section of Cheapside between One New Change and Queen Street. The sunken garden on the corner of Cheapside and New Change was also re-landscaped and step-free access was incorporated. The scheme was completed in July 2011 and has created an enhanced and more comfortable shopping street with trees for added shade and pollution mitigation.
  - Stage 4 involved improvements to Poultry and included widened footways, raised pedestrian tables and re-paving. The works were substantially completed in June 2012.
  - Stage 4a is currently under development and involves improvements to the junction of Gresham Street and St Martins Le Grand.
7. A financial summary is set out in Appendix A. The success of the scheme and final outturn costs will be fully assessed in an outcome report on Phase Two that is planned for 2013. This will include an evaluation of the scheme against the success criteria, surveys, feedback from stakeholders and lessons learnt.

## **Phase Three**

8. Phase Three includes a range of programmes and events, primarily led by the Cheapside Initiative to develop the culture and leisure product for a wider audience as part of the retail promotion strategy for the area.
9. The Cheapside Initiative is a voluntary partnership that includes stakeholders and occupiers from the area as well as the City of London Corporation. It is also active in promoting the 7 days a week retail offer in the area.

10. The Cheapside Initiative has established several areas of activity, delivering a number of projects under each key theme. Key initiatives / activities include:

- **Community Safety:** Links have been made with the City of London Police to investigate a more joined up approach to developing a Business Continuity Management Forum, promoting business continuity practices to the industry recognised standards.
- **Retail Club:** Quarterly symposium meetings are held with the retail sector providing them with a collective voice. The meetings cover a range of issues from public realm improvements through to policing of the area. As a result the retailers club has been developed with a following of over 40 retail businesses.
- **Events:** The Cheapside Initiative has had an active presence at a number of local events with a view to raising the profile of the Cheapside area and the work of the Initiative. The events include:
  - City of London Festival - City of London Festival Opening Procession in Cheapside June 2009 involving over 1,000 school children and community groups was supported by the Cheapside Initiative.
  - Lord Mayor's Show - Following on from successful involvement in the Lord Mayors Show in 2009, the Cheapside Initiative also ran a float in the 2012 show.
  - Working with the City Corporation, the Cheapside Initiative was also a major player in the creation of *Celebrate the City: four days in the Square Mile*, held from 21-24 June, 2012. This one-off event, funded by the City Corporation, City Bridge Trust and Diocese of London celebrated the City's offer in the year of the Jubilee and the Games and brought together the many City partners who were putting on events and activities as part of the summer's celebrations. The focus was the Cheapside Fayre on the Saturday, which brought 27,500 visitors to Cheapside (of which nearly 8,000 visited a market hosted in Guildhall Yard). As with many large-scale public events, shop takings were down (more so in One New Change than in Cheapside where the action all took place). That said, the sales for restaurateurs, bars and coffee shops were up by as much as 15% and both shops and restaurateurs expressed a positive view about the value of the event in promoting the Cheapside area as a shopping destination to an essentially new audience (who may make a return visit). The local attractions saw record audiences for their

events on the day and significant positive feedback was received from participants and visitors.

- Traffic Free Christmas Shopping – Cheapside held its first traffic free shopping day in the run up to Christmas in 2011 with over 3,000 people passing through the area. A range of events and activities and promotions were made available on the day. Overall the response from retailers was very positive and saw the benefit with a good increase in footfall and sales within a number of stores. The event will run again in 2012 with a market made available in Guildhall Yard, adding to the offer.

### **Greening Cheapside**

11. The Cheapside Initiative has recently commissioned a green infrastructure audit and study into 'Greening Cheapside' that was funded by the Cross River Partnership. This study sets out the benefits of green infrastructure including adaptation to climate change, improved biodiversity, improvements to air quality and an enhanced environment supporting the visitor economy and commercial footfall.
12. The study has identified numerous opportunities for greening throughout the area. A number of these projects are on public highway or open space land and it is proposed that officers take some of these forward as a new project. The main opportunity areas that have been identified are as follows:
  - Wood Street Garden (the churchyard of St Peter Westcheap)– this is a public open space adjacent to no.130 Wood Street that does not have step-free access and is in need of enhancement. Proposals would include access improvements, new planting and street furniture. The ramp proposal would have to be assessed in terms of their archaeological impact due to the need to adjust the levels on the site;
  - There are various planters in the area on public highway that currently contain bedding plantings. It is proposed to evaluate whether more drought-resistant planting or meadow planting would be suitable for these planters. This would enable lower maintenance planting to be introduced;
  - There are several streets in the area where more street trees could be planted including St Martins Le Grand, New Change and Cannon Street;
  - There are opportunities across the area for creating 'rain gardens'. These are areas of green space which are designed to collect and absorb rain water from surface run-off and are a form of sustainable drainage.

13. It is proposed that the 'Greening Cheapside' proposals are further developed as a new project of the strategy. Images of proposals are set out in Appendix C.

### **Proposed Review and Update of the Strategy**

14. The implementation of the strategy has made the area more accessible and comfortable for pedestrians and better connected. The retail environment has also been greatly enhanced with a high standard and consistent public realm.

15. The area has changed significantly since the strategy was adopted in 2008 and a review and update of the strategy is now proposed that will bring the document up-to date with current policy, including the recently adopted Core Strategy, to ensure that it meets the changing needs of the area.

16. The Strategy review and update will include:

- Updating the document so that it aligns with the Core Strategy (2011) and the emerging City Local Plan, the City's Sustainability Policy, the revised City's Cultural Strategy (2012-2017), the City's emerging Visitor Strategy (2013-18) and references the Bow Lane Conservation Area SPD;
- Improving walking routes, connections and signage between Cheapside and other visitor attractions including the Museum of London, the Barbican, St Paul's, the City Information Centre and the Millennium bridge;
- Including schemes for Greening Cheapside that are proposed to be developed as a new project;
- Incorporating the assessment of the feasibility of the removal of the gyratory at St Martins Le Grand/Newgate Street. This would include improved crossings and enhanced road safety;
- Developing options for improved and safer streets and public spaces in the south of the area that were not addressed in the original strategy;
- Assessing how best to ensure the future vitality and visitor attraction of the area through a programme of events and activities in partnership with the Cheapside Initiative and other local partners.

17. It is proposed that the amended document be reported back to Committees, before being consulted upon with the public in 2013 and subsequently adopted as a revised enhancement strategy for the area.

### **Financial implications**

18. Most of the Phase One and Two projects from the Strategy have been externally funded through Section 106 obligations and Transport for London. Parts of Phase Two (Cheapside) have also been funded from the

City's on-street parking meter reserve. Details of costs and funding for projects are set out in Table 3 in the Appendix.

19. The new 'Greening Cheapside' project design development and options appraisal has an estimated cost of £25,000 (staff costs and fees). It is proposed that this work is funded from the accrued interest on the 120 Cheapside Section 106, subject to the agreement of the developer. The cost of implementation has not yet been determined and will be explored at the next reporting stage.
20. The proposed Strategy review and update has an estimated cost of £45,000 (staff costs and fees). It is proposed that this is also funded from the interest accrued on the 120 Cheapside Section 106, subject to the agreement of the developer.
21. The developer of 120 Cheapside has indicated that they are content for the remaining interest funds to be used for these purposes and support the further improvement of the Cheapside area in the vicinity of their development.

**Table 2: Estimated cost of Greening Cheapside options appraisal and Area Strategy review and update**

Item	Estimated Cost (£'s)
<b>Greening Cheapside Options Appraisal</b>	
Staff costs	15,000
fees	10,000
<b>Sub Total</b>	<b>25,000</b>
<b>Strategy Review and Update</b>	
Staff costs	30,000
fees	15,000
<b>Sub Total</b>	<b>45,000</b>
<b>TOTAL</b>	<b>70,000</b>

### Strategic Implications

#### **Corporate Plan:**

22. The Strategy helps achieve Strategic Aim: 'To provide modern, efficient and high quality local services and policing within the square mile for workers, residents and visitors whilst delivering sustainable outcomes.' by providing an enhanced environment that supports the local retail and leisure offer.

#### **Core Strategy**

23. The Cheapside and St Paul's area has been identified as a 'Key City Place' in the City's Core Strategy (adopted 2011). The key aims for the area are to develop it as the City's 'high street' and key visitor destination.



Policy CS6 further expands upon these aims as follows:

"To develop the Cheapside and St Paul's area as the City's 'high street' and key visitor destination, increasing the amount of high quality retailing, promoting the City's unique cultural and leisure activities and heritage and improving the pedestrian environment, by:

1. Increasing the overall amount of retail floorspace across the Cheapside and St Paul's area by over 41% between 2010 and 2017.
2. Prioritising A1 floorspace fronting Cheapside, Poultry and Bow Lane, resulting in an increase in total floorspace in the Cheapside Principal Shopping Centre from 21,000m<sup>2</sup> in 2010 to 43,000m<sup>2</sup> by 2017.
3. Encouraging a mix of retail unit sizes, including large units fronting onto Cheapside and facilitating the development of smaller retail units in surrounding streets, particularly in the Guildhall and Bow Lane Conservation Areas.
4. Enhancing pedestrian links:
  - (i) from the Millennium Bridge to St Paul's and Cheapside and onwards to the Museum of London and the Barbican Complex;
  - (ii) to and from residential and employment clusters and leisure and recreation areas.
5. Promoting visitor attractions in and around Cheapside, including museums and art galleries such as the Guildhall Art Gallery, churches and other heritage assets, cultural events, including the Lord Mayor's Show and exploring the potential for street markets.
6. Improving visitor information, including use of the Visitor Information Centre, signage and the "square miler" volunteers.
7. Permitting hotel development that supports the primary business function of the City and enhances the attractiveness of the area as a visitor destination.
8. Enhancing the environment for pedestrians, shoppers, public transport users and, where appropriate, motor vehicle users. Improving safety, accessibility and inclusivity through the development of area-based improvement strategies.
9. Maintaining and improving on the current low levels of crime and antisocial behaviour."

## **Conclusion**

24. Most of the Phase One and Two projects from the Cheapside area strategy have now been completed, resulting in significant enhancements to the area. The 'Greening Cheapside' study, commissioned by the Cheapside Initiative sets out a range of green infrastructure projects that are planned to be taken forward as a new project. A proposed review and update of the strategy will bring the document up-to date with current policy and ensure that it meets the changing needs of the area. The amended document be reported back to committees, before being consulted upon with the public and subsequently adopted as a revised strategy for the area.

### **Contact:**

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## Appendix A

**Table 3: Funding Summary (as at October 2012)**

Project	Approved Budget (£)	Expenditure & Commitments to date (£)	Variance (£)	Funding Source	Comments
<b>Phase One</b>					
Bow Lane	209,626	209,626	0	S106	Complete
Bow Churchyard	365,860	352,827	-13,033	S106	Complete
Foster Lane	252,255	247,208	-5,047	S106	Complete
Milk Street Area	481,404	388,603	-92,801	S106	Complete – However, lighting in Honey Lane unable to be installed due to demolition of neighbouring building
Wood Street highway works	361,167	282,068	-79,099	S106	Complete
Gresham Street Central	405,328	392,703	-12,625	S106	Complete
Gresham Street East	75,932	74,087	-1,845	S106	Complete
<b>SUB TOTAL</b>	<b>2,151,572</b>	<b>1,947,122</b>	<b>-204,450</b>		
<b>Phase Two</b>					
Cheapside Stage 2-4 design	221,916	218,497	-3,419	S106	Complete
Cheapside Stage 1	944,582	942,563	-2,019	S106	Complete
Cheapside Stage 2	2,050,200	1,833,010	-217,190	S106, TfL, OSPR	Complete. Underspend is OSPR
Cheapside Stage 3	1,403,500	1,138,439(to date)	-265,061 See comments	TfL, OSPR	Substantially Complete. Underspend is OSPR
Cheapside Stage 4	992,977	537,257 (to date)	-455,720 See comments	S106	Substantially Complete.
Cheapside Stage 4A	57,000	57,861	861	OSPR	
Cheapside (Reserve Funds)	250,000	0	-250,000	OSPR	
Cheapside Outcome Report	40,000	0	-40,000	OSPR	
<b>SUB TOTAL</b>	<b>5,960,175</b>	<b>4,727,627</b>	<b>-1,232,548</b>		
<b>GRAND TOTAL</b>	<b>8,111,747</b>	<b>6,674,749</b>	<b>-1,436,998</b>		

# Appendix B Plan of the strategy area



**Appendix C – Images of some ‘Greening Cheapside’ proposals**



**St Martins Le Grand possible ‘rain garden’**





**St Peter Westcheap, Wood Street – Possible access and landscaping improvements**