

Committee(s):	Date:
Streets and Walkways Sub-Committee Planning and Transportation Committee	24 July 2017 25 July 2017
Subject: Eastern Cluster Area Enhancement Strategy – Update	Public
Report of: The Director of the Built Environment	For Decision
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Summary

This report provides an update on the work carried out to date on the preparation of an area enhancement strategy for the public realm in the Eastern City Cluster (ECC).

In 2016, Members approved a report to initiate the development of an area strategy for the ECC. A project steering group was created with senior officers from various departments to guide the development of the document. The strategy has been identified as a high priority in the DBE Programme Portfolio and is being developed alongside other key projects, including the ECC area security project, Freight and Servicing draft SPD and estate management approach.

In order to ensure the scope of the strategy is in line with corporate priorities it was agreed to develop the strategy by means of a two-stage process. The first stage (“Stage 1”) is now completed and includes the following elements:

- 1) A Literature Review and benchmarking exercise.
- 2) A detailed site analysis which identifies the main issues in the area and drivers for change. (Available in the Members’ reading room)
- 3) Targeted Consultation workshops with CoL senior officers, key stakeholders in the area and Ward members (Summary consultation report is attached in Appendix 1).

The work described above provided the platform to prepare the draft vision, aspirations and objectives for the area and these are contained in Appendix 2. These reflect the comments and issues raised by the various stakeholder groups and have been agreed by the project steering group.

The draft vision for the area is: “To provide an exceptional urban environment for a thriving world-class destination, where people feel comfortable and safe, and the quality of the user experience is paramount”.

The draft aspirations take into account the feedback from the stakeholder workshops and have been divided into three themes:

- Enable positive growth: This theme will cover aspects related to improving the pedestrian environment in order to accommodate future growth, taking into account environmental issues such as air quality, health & well-being and safety.
- Enrich the sense of place: This theme will reflect the importance of delivering high quality public spaces which respond to the various

needs of the area, supporting a wide range of activities at different times of the day.

- Create a world-class destination: This theme will reflect the need to ensure the area remains competitive and attracts businesses and visitors alike, encouraging place activation through events and cultural activities and supporting the emerging estate management approach.

The next stage ("Stage 2") includes the following elements:

- 1) Developing site specific proposals for public realm enhancements in the area.
- 2) Identifying opportunities for cross-cutting initiatives such as culture and art, smart and digital solutions, and estate management.
- 3) Carrying out a comprehensive public consultation exercise on the strategy proposals.

In order to complete the strategy, a number of additional studies are required to inform Stage 2, these include:

- Traffic
- Culture and Art
- Smart and Digital

These studies will be developed in parallel with the Strategy, with the intention of finalising and adopting the strategy document in summer 2018.

Additional funding has been secured from Transport for London 2017-2018 LIP contribution (£100,000), and it is proposed to utilise a further £158,000 from the Section 106 Contribution from the Pinnacle development to complete the Strategy.

Recommendation(s)

It is recommended that Members:

- i. Note the content of this update report and associated supporting information, attached in appendix 1 and 2.
- ii. Approve additional funding of £158,000 from the Section 106 contribution connected to the Pinnacle development to finalise the area strategy.

Background

1. In April 2016, Members approved carrying out an update to the ECC Strategy with the objective of ensuring that the City's streets and public realm are able to accommodate future growth and provide an attractive, well-functioning and safe urban environment fitting for the high profile status of the area. The revised document will also integrate the key principles of other ECC current projects including:
 - Area security project
 - Freight and Servicing – draft Supplementary Planning Document.
 - Estate management approach
 - Pedestrian Model
2. To ensure that the scope and focus of the strategy is in line with corporate objectives, including the new emerging Local Plan (2019), it was decided to develop the strategy and the public consultation by means of a two-stage process. The two stages are structured as follows:

Stage 1: This first stage includes the following elements (See appendix 1 and 2, and Site Analysis report is available in the Members' reading room):

- 1) An urban design analysis of the area identifying main issues and drivers for change (including Crossrail, increase in daytime population and major new developments) in order to define the scope.
- 2) Information gathering to identify international trends through a benchmarking exercise to identify precedents. A detailed review of current local and national policy was carried out in order to ensure that the strategy responds to evolving trends in urban policy.
- 3) A targeted consultation with key local stakeholders, developers, building owners and occupiers to understand their issues and needs.
- 4) Defining the draft vision, aspirations and objectives for the area.

Stage 2: This stage includes the following elements:

- 1) Developing site specific proposals for public realm enhancements for the area, taking into account other initiatives and projects such as the area security project and Freight & Servicing draft SPD.
- 2) Identifying opportunities for cross-cutting initiatives such as culture and art, smart and digital solutions and the emerging estate management approach.
- 3) Carrying out a comprehensive public consultation exercise on the strategy proposals.

Current Position - Progress to date: Stage 1

3. A project Steering group was created in September 2016 to inform the development of the strategy and help guide the scope of the document. The steering group is formed of Senior CoL officers representing various departments and aims to ensure all corporate objectives are integrated into the document.
4. A project brief was agreed by the Steering Group and in December 2016. Following receipt of a number of submissions via request for quotation, City officers appointed FLUID (an architecture and urban design practice) to produce Stage 1.
5. The Stage 1 report has been finalised and is available in the Members' reading room. It covers the following aspects:
 - An analysis of the current issues and key drivers for change, including the predicted increase in daytime population as a result of an increase in office floor space and the arrival of Crossrail.
 - A comprehensive urban site analysis of the area, looking at historic development, street patterns, pedestrian connectivity, available public space and key routes.
 - An assessment of the environmental aspects of this part of the City, including data from the wind and sunlight model, air quality and green spaces.
 - An analysis of the current highway infrastructure in the area and taking into account other projects currently underway such as the Freight and Servicing draft SPD.
 - An assessment of the current cultural offer in the area, main destination points and areas of interest.
6. Furthermore, as part of Stage 1, four consultation workshops were organised between March and July 2017 with local stakeholders, insurance market representatives, City officers and Ward Members. The aim of the workshops was to receive initial views on how the stakeholders would like to see the area evolve and to establish the main issues that need to be addressed in order to deliver the aspirations for the area. The workshops were structured through interactive round-table discussions, focused on various themes such as public realm and connectivity, transport infrastructure and resilience, security, health & wellbeing and arts & culture. Details of the workshops are as follows:
 - **Workshop 1:** Attendees included CoL senior officers and project officers from various departments and their respective divisions. Some of the key points and issues that were discussed at this workshop are as follows:

- Maintain and increase the provision of public spaces and pocket parks.
 - Improve footway capacity and pedestrian connectivity to accommodate a growing working population.
 - Address air and noise pollution.
 - Deliver high quality public spaces that are welcoming and inclusive.
 - Protect and enhance the historic character of the area.
 - Enhance the cultural offer and weekend activities.
 - Consider servicing demands and needs; freight consolidation.
 - Review the security measures for the area.
 - Ensure the City's infrastructure is resilient and well maintained.
- **Workshop 2:** Attendees included representatives from key stakeholders in the area, including developers, occupiers and landowners. Some of the key points and issues that were discussed at this workshop are as follows:
 - Provide more public spaces and increase greenery.
 - Consider environmental impacts and air quality.
 - Improve the pedestrian experience and provide a secure and attractive urban environment.
 - Enhance local heritage and support cultural activities.
 - Address servicing demands and needs.
 - Ensure the public spaces and amenities are of high quality, in order to reflect the status of the area.

A report with the key findings from workshops 1 and 2 is attached in **Appendix 1**. This report illustrates how users would like to see the area evolve and identifies high level aspirations.

- **Workshop 3 - Members briefing:** A briefing session with Ward Members from Lime Street, Langbourn, Bishopsgate, Aldgate Wards and Planning & Transportation committee, was organised with the purpose of providing feedback from the stakeholder workshop.
- **Workshop 4:** Lime Street Ward Insurance forum meeting, with senior representatives from the insurance market. The meeting was facilitated by Mr Henry Colthurst CC and Alderman Charles Bowman from Lime Street Ward, and hosted by the Worshipful Company of Leathersellers. The purpose of the session was to give this key stakeholder group an opportunity to record their views and aspirations for the area.

The key points and issues that were discussed at this forum were similar to those views expressed in the earlier workshop with stakeholders, these are as follows:

- Provide an improved pedestrian environment and improve connectivity and movement.
- Improve air quality and well-being, introduce more greenery and

- enhance tranquil spaces.
- Provide better security for buildings and people
- Address servicing demands/needs in the area both corporate and personal.
- Increased competitiveness through enhanced digital infrastructure and cultural offer.
- Consider the introduction of measures to provide more space for pedestrians in order to cope with the projected increase in office workers and visitors (i.e. street closures or pedestrian priority areas).
- Support out of hours, weekend and evening activities to bring dynamism into the area and attract a wide range of users and visitors.
- Provide amenable and high quality public spaces where people can spend time and that support changing work patterns and demographics.

Draft Vision, Aspirations and Objectives

7. The feedback from the workshops was utilised to define a draft vision, aspirations and objectives for the area. These recognise that the ECC is not only a place for business, but also a place to visit and to spend time in.
8. The draft vision for the area is:
 “To provide an exceptional urban environment for a thriving world-class destination, where people feel comfortable and safe, and the quality of the user experience is paramount”.
9. The draft strategy aspirations and objectives are grouped into three main themes (See **Appendix 2**) which respond to the issues and points raised by the stakeholder groups and the project Steering Group.

	<i>Key issues & ideas</i>	<i>Draft Strategy Aspiration</i>	<i>Draft Strategy objectives</i>
1	Increase in daytime population.	1. Enable positive growth – To make the public realm function well and be responsive to change.	1.1 Ensure major routes to stations and key destinations in the Eastern Cluster are able to accommodate the projected increases in pedestrian and cyclist flows. Provide new and enhanced routes for pedestrians. 1.2 Prioritise pedestrians over vehicles whilst supporting and
2	Congested footways and lack of available public spaces.		
3	Meet servicing needs and demands and consider consolidated servicing to remove vehicles from streets.		

4	Improve road safety for all users, including pedestrians and cyclists.		allowing businesses in the Eastern Cluster to flourish.
5	Accommodate changes in workforce demographics and flexible working patterns.		1.3 Increase the amount of public space, and create well-serviced and secure places to support agile working and lifestyle needs.
6	Improve security, without creating barriers for pedestrian movement.		

	Key issues & ideas	<i>Draft Strategy Aspiration</i>	<i>Draft Strategy objectives</i>
1	Maintain and celebrate the unique historic character of the area.	2. Enrich the sense of place – To provide healthy and characterful spaces.	2.1 Create public places of supreme quality that provide memorable experiences and reflect the status of the area.
2	The quality of the public spaces should match the high profile status of the area.		2.2 Reinforce the sense of place by celebrating the area's diverse character with its unique mix of renowned historic and contemporary architecture.
3	Address lack of greenery and green spaces.		2.3 Deliver successful public places that are welcoming, inclusive, safe and positively influence health and wellbeing
4	Consider environmental qualities, such as sunlight and wind and mitigate impacts of climate change.		
5	Improve air quality and limit disturbance from noise and construction.		

	Key issues & ideas	<i>Draft Strategy Aspiration</i>	<i>Draft Strategy objectives</i>
1	Provide more art and cultural events to support the status of the area and attract visitors and workers.	3. Create a world-class destination – To create a smart and vibrant environment that strengthens the area's unique offer.	3.1 Enhance the area's reputation as a world-class destination and leading centre for business, enriched by an improved culture and leisure offer.
2	Increase competitiveness through enhanced digital infrastructure.		3.2 Deliver a series of smart

3	Create a vibrant area by activating the public realm; improve weekend activities and retail offer.		initiatives that will enable the Eastern Cluster to thrive as a destination for business.
4	Build connections with the wider area to attract visitors and establish clear walking routes to/from key destinations		3.3 Establish a collaborative estate management approach to ensure a high standard of maintenance and coordination of activities and events.

Strategy development - Stage 2

10. The next step is to develop “Stage 2” which will include the following elements:

- Site specific proposals for public realm enhancements for the area, including a delivery plan with timescales and cost estimates with potential funding sources.
- Identifying opportunities for cross-cutting initiatives such as culture & art, smart and digital solutions, and the emerging estate management approach.
- Carry out a comprehensive public consultation exercise on the strategy proposals.

11. As part of Stage 2, additional studies are required in order to achieve a comprehensive strategy and better reflect the identified needs and aspirations of stakeholders. The studies which have been identified as necessary to finalise the strategy are as follows:

1) Traffic

Objective: To gather information on the existing situation, in order to better understand what the constraints and opportunities are for future changes. These will be developed taking into account the work currently underway for the area Security Project and the Freight and Servicing draft SPD. These studies will include the following elements:

- Traffic counts in various streets and junctions
- TfL high level model testing
- On-street activity surveys

2) Culture and Art

Objective: Building on the already well-established Sculpture in the City project, this study will set out proposals to position this part of the City as a world-class destination and a venue for events and cultural activities.

3) Smart and Digital

Objective: To produce an analysis of the site's current digital infrastructure and smart solutions to determine the gaps and opportunities in order to develop area specific proposals with feasibility analysis and outline cost implications, taking into account other current CoL projects and programmes.

12. Once the draft Stage 2 document is produced and relevant studies are undertaken, a comprehensive public consultation exercise will be organised in spring 2018. The consultation will be targeted at a wide range of users, including visitors, office workers, landowners and developers. The consultation will involve the following:

- A public exhibition
- Drop-in sessions and meetings with high level stakeholders
- On-line and on-street surveys to capture the views of the local community
- Consultation leaflets or postcards (if required)

13. The comments received during the consultation will be analysed and integrated when appropriate, with the aim of drafting a final strategy by summer 2018

Corporate & Strategic Implications

14. The strategy will support corporate objectives, policies of the Local Plan (review underway) and other City strategies. In particular, Core Strategic Policy CS7: Eastern Cluster (Key City Places). The ECC boundary has been kept in accordance with the current Local Plan, CS7: Eastern Cluster, in the interests of consistency.

15. The Strategy will support and take into account other City wide initiatives and projects currently under development, including Servicing and Freight Draft Supplementary Planning Document, Eastern Cluster Area Security Project, and the emerging estate management approach for the area.

Implications

16. For the development of the strategy, funding of £160,000 was secured from Transport for London 2016/17 contribution (£80,000) and Section 106 contributions from the Pinnacle development (£80,000). The spend to date is £110,579 (staff costs and fees). Please refer to **Appendix 3** for further detail.

17. Additional funding of £158,000 is now required to finalise the strategy, and it proposed to utilise the funding from the Section 106 contribution connected to the Pinnacle development, ("Enhancement Works Area" contribution-Pinnacle S106 agreement (Schedule 2(2.2)), which was earmarked in 2011 for the Eastern Cluster Area projects (Phases 2-4). Such areas will be reviewed as part of the development of the strategy. Please refer to **Appendix 3** for further detail.

Conclusion

18. The key dates are as follows:

Task	Target date
Develop briefs and appoint consultants	August – September 2017
Develop strategy and undertake studies	October 2017- March 2018
Submit draft Strategy to committees	April 2018
Public consultation	May 2018
Finalise Strategy	June 2018
Adopt Strategy	July 2018

19. The challenge for the area will be to accommodate the many demands generated by growth whilst creating a safe, efficient and attractive public realm for a world-class destination. The area strategy will ensure the needs for the area are identified and prioritised and enhancements delivered as funding becomes available.

Appendices

1. Consultation Workshops report. – Circulated separately
 2. Draft Vision, Strategy aspirations & objectives - Circulated separately
 3. Funding tables - Circulated separately
- Stage 1 report is available in the Members' reading room

Background Papers

- Committee report: “Eastern City Cluster Area Enhancement Strategy – Proposed update of Strategy”, approved by Street Walkways Sub-Committee and Planning and Transportation Committee in April 2016.

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