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Appendix 1 – project briefing

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12405	[1b] Departmental Reference Number	TBC
[2] Core Project Name	Enhancing Cheapside Programme		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Clarisse Tavin
[6] Project Manager	Marta Woloszczuk

Description and purpose
[7] Project Description
<p>The programme seeks to undertake public realm and highways improvements to enhance Cheapside, the City's 'high street'. The programme will focus on the area along the length of Cheapside (between New Change and Bank), Bow Churchyard and at the Cheapside bus gate (east of Bread Street). The programme aims to deliver enhancements to complement existing projects developed in the area by decluttering and rationalising the street furniture along Cheapside; more greening and low maintenance planting, improved pedestrian movement through a change of road layout, enhanced lighting and wayfinding, new seating as well as support activation and events.</p> <p>deliver</p> <p>The most significant improvements will be delivered on Cheapside east of Bread Street (enabled by the traffic restriction at this location, which is developed through the Pedestrian Priority Programme) and at Bow Churchyard. These will include new accessible and flexible seating, increased greenery using low maintenance and sustainable planting, and enhanced lighting and provision of power points.</p> <p>Other improvements along Cheapside will include a decluttering exercise and provision for seating to align with the Healthy Street approach. The project is to be developed with key stakeholders including the Cheapside Business Alliance. The project will complement improvements delivered through Greening Cheapside Phase 1a (outside St Paul tube station) and Phase 1b (improvements to the sunken garden which is scheduled to be delivered in Winter 2023/24), as well as the pedestrian priority proposal and associated Traffic order to create the Bus Gate in Cheapside.</p>
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
<p>The last few years have seen an economic downturn, largely due to the effects of the pandemic and related restrictions from about March 2020 to March 2022. Cheapside is a designated City Shopping Centre as stated in the Local Plan. The Cheapside area has suffered as a result of a significant reduction in pedestrian footfall and there is a need to attract visitors to the area. There has already been some investment in the area from the Cheapside Business Alliance BID to activate retail and encourage more visitors to return to the area. The City needs to match these efforts by making the necessary public realm and highway improvements to keep pace with the changing environment.</p>

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<p>The programme also aims to support the Destination City initiative and to attract more people in the City by activating outdoor spaces and improving the area.</p> <p>It is important that efforts already made to invest in the area continue this momentum or risk reputational damage, given the City of London's reputation as a world City.</p>					
<p>[9] What is the link to the City of London Corporate plan outcomes?</p>					
<p>[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and those of others and reach their full potential. [5] Businesses are trusted and socially and environmentally responsible. [9] Our spaces are secure, resilient and well-maintained. [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment. [11] Our spaces are digitally and physically well-connected and responsive. [13 COLP] To make the City of London the safest city area in the world. [16 COLP] To build new ethical economic partnerships.</p>					
<p>[10] What is the link to the departmental business plan objectives?</p>					
<p>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. [5] Creating an accessible city which is stimulating, safe and easy to move around in [7] Improving quality of life for workers, residents and visitors.</p>					
<p>[11] Note all which apply:</p>					
<p>Officer: Project developed from Officer initiation</p>	Y	<p>Member: Project developed from Member initiation</p>	N	<p>Corporate: Project developed as a large scale Corporate initiative</p>	N
<p>Mandatory: Compliance with legislation, policy and audit</p>	N	<p>Sustainability: Essential for business continuity</p>	Y	<p>Improvement: New opportunity/ idea that leads to improvement</p>	Y

<p>Project Benchmarking:</p>	
<p>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>></p>	
<p>2) Improved amenity space, lighting, greening and high-quality materials.</p>	
<p>2) Improved pedestrian comfort level, access and movement</p>	
<p>3) Increased seating and declutter of the street to align with the Healthy Street approach</p>	
<p>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</p>	
<ul style="list-style-type: none"> • Increase number of people using the space on daily basis and for events • Increase quantity of greening • Increase the number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets • Increase the length of City streets with pedestrian comfort level of A+, and lengths of street with pedestrian comfort level of at least B+ 	

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<ul style="list-style-type: none"> Increase the percentage of people rating the experience of walking in the City as pleasant
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £800,000 Upper Range estimate: £1000,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Revenue implications for highways maintenance are anticipated to be determined at Gateway 5 when the detailed design is finalised. These costs will be assessed and covered by the funding strategy at the next stage.
[16] What are the expected sources of funding for this project?
The sources of funding come from CIL.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
The programme will be developed and the delivery of the project phased accordingly. It is anticipated that works will commence between Q3 2025 – Q1 2026

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
The programme and subsequent projects in the area will likely generate public interest due to possible changes in the wider area. The programme board will manage communication both internally and externally.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Simon Owen
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	Cheapside Business Alliance and Ward Members
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>