

Committees:	Dates:	
Streets and Walkways Sub-Committee Projects Sub-Committee Port Health and Environmental Services (for information)	24 July 2017 18 July 2017 19 September 2017	
Subject: Middlesex Street Area Enhancement Phase 2: Petticoat Lane Market Improvements and Public Realm	Gateway 3 Outline Options Appraisal	Public
Report of: Director of the Built Environment and Director of Markets and Consumer Protection	For Information	

Summary

Dashboard

Project status: Green

Timeline: Gateway 3

Project estimated to cost: c.£2m - £4m cost range, for public realm enhancements and market improvements.

Latest Approved Budget: £50,000

Spend to date: £8,000

Estimated cost to reach next Gateway: £110,000 (which includes the £42,000 balance proposed to be brought forward from the previous gateway)

Overall project risk: Low

Strategic Overview

The project aims to enhance Petticoat Lane Market and the central section of Middlesex Street between Sandys Row and St Botolph Street, celebrating the character and history of the area whilst improving the visitor experience. It will involve public realm enhancements to the area, alongside much-needed improvements to the operation of the market, and a full strategy to bring new visitors into the area, introduce public art programmes, and make the ongoing life of the Market viable for the future.

The market is operated by both the City (at the northern end) and Tower Hamlets (along the middle and southern sections), therefore this project involves close working in partnership with the London Borough of Tower Hamlets, as well as consultation with market traders and other local stakeholders. At this stage, it is the intention of officers to undertake the project in conjunction with Tower Hamlets, and work towards proposals that can be applied across the two sections of the market and along the whole length of the street, whether owned/ run by the City or Tower Hamlets.

Last Gateway approved

An Issue report for the Phase 2 element of the works was considered in November 2016 and Members approved the funding required to reach Gateway 3 of £50,000. Prior to that, a Gateway 1/ 2 report had been approved.

This Report relates exclusively to Phase 2 of the Middlesex Street Area works; Phases 1 and 3 have been reported to Committee separately. For information, Phase 1, comprises public realm and enhancement works at the northern end of Middlesex Street, and works are now complete. Phase 3 comprises the removal of Middlesex Street Estate ramps and new landscaped space at Artisan Street, and has been approved at Gateway 4. Works are expected to commence imminently.

Progress to date

Following Gateway 1/2 approval the City commissioned two studies: one of potential public realm improvements and one on the market offer and operations. The recommendations of both studies were informed by extensive stakeholder and market trader consultation undertaken in 2013 and 2015. Part of this work was taken forward in a separate project, the Phase 1 improvements.

The elements of the work that related to the proposed Phase 2 were set out in an Issue Report in November 2016. This included a set of findings about the Market that were barriers to its improvement, such as the poor presentation of stalls, a lack of sense of arrival at the market, a lack of facilities such as toilets, and a lack of branding.

Members approved the recommendation in the Issue Report to grant funding to reach Gateway 3 collectively. A Working Party was convened to set the aims of the project and to drive it forward. The Working Party is chaired by City and Tower Hamlets Ward Members, and its membership includes City and Tower Hamlets officers, Market trader representatives, and local stakeholders.

Through workshop sessions, the 'Issues' relating to the area along with corresponding proposed 'Objectives' and 'Next Steps' have been drafted. These are given on the attached Appendix 1, and will guide the development of the project.

Over the course of the project to date, it became apparent that feelings about the types of improvements needed in the area were fairly unified across the City, Tower Hamlets and the stakeholders. These included both market improvements and public realm enhancements. There was also a general agreement on the need to make improvements quickly, for example through some short-term 'Quick Wins' to improve market stalls and wayfinding in the area, and to introduce temporary events/ art projects to welcome new visitors. This would take place whilst the longer-term design work is developed.

Given that the Working Party is in broad agreement about how to go forward, and that the results of the consultants' work on the market undertaken previously are still valid, officers have decided to move forward with the project without spending the proposed £40,000 on fees to reach Gateway 3, instead rolling this figure forward into post-

Gateway 3 work that would allow officers to assess the feasibility of the agreed objectives.

Proposed way forward and summary of recommended options

The proposed way forward is based on the agreed objectives and next steps developed by the Working Party, as given in the attached Appendix 1.

Some of the key project aims are:

- To deliver appropriate size, layout, and mix of stalls to meet the current and future needs of the market traders and visitors.
- Local retail units are incorporated into the market's/ area's offer, providing complementary facilities such as events hubs or visitor facilities
- To produce a joint management plan (i.e. City and Tower Hamlets) for the management of the market including market hours and cleansing.
- Public realm enhancements including improved paving, wayfinding, greening, street furniture, where appropriate for the market operations. Improvements to accessibility in the area, including accessible toilets, seating, and signage to be explored as part of the designs.
- A marketing plan is in place, including events, public art, coordinated digital and social media.
- The name of Middlesex Street has been changed back to 'Petticoat Lane'; subject to approval
- A funding model is established that covers the on-going costs of new stalls, power, repairs, communications, management, events etc.

See Appendix 1 for the full list of objectives.

Key surveys and information gathering including examination of any legal implications of the proposals are now required to inform the design process, and as such the proposed next steps are as follows:

- Market Operations: market development work to produce a draft Market strategy, action plan, and 'Quick Wins'
- Commission consultants to prepare concept designs/ design options for the public realm
- Commission a marketing consultant to put forward a plan for communications, marketing and branding, to include: website, events, signage, brand, social media/ promotions
- Carry out a traffic assessment to recommend a way forward on potential road closures/ changes to vehicle movements
- Review the legal implications of proposals including examining any relevant byelaws or legislative requirements or restrictions, including any relevant highways or planning provisions.

Members will be presented with the options at Gateway 4 where they will have the

opportunity to decide on a preferred option/ set of options. Wider public consultation will be arranged to ensure that all stakeholders in the area are given an opportunity to consider and comment on the proposals.

Procurement approach

A number of appointments will be required in order to progress to the next Gateway. These appointments will be tendered competitively through the City of London Procurement Service, to ensure best value is achieved.

Financial implications

Table 1 below shows the resources expended to date. Table 2 sets out the resources required to reach the next gateway, and a brief explanation of the tasks to be completed with that funding.

Table 1 – Spend to date:

Description	Allocation	Spend	Balance Remaining
Fees	£40k	£0k	40
P&T staff cost	£10k	£8k	2
Total Approved up to Gateway 3	£50k	£8k	42

Table 2 – Funding needed to get to Gateway 4:

Item	Cost	Reason
Market Operations	£25,000	Market development to drive forward market regeneration and to put in place 'quick wins' improvements/ initiatives.
Traffic assessment	£20,000	To assess options for removing traffic/ timed closures for Middlesex Street
Architect/ landscape design	£25,000	To develop design options for the public realm, based on the design objectives as set out in Appendix 1 of this report
Communications, Marketing and Branding	£10,000	To appoint a consultant to develop a brand and communications strategy for the Market.
Staff costs (City Public Realm and City Transportation)	£30,000	To manage the project, commission and manage assessments, liaise with stakeholders, write reports
Total	£110,000	

Of the £110,000 required to get to Gateway 4, £42,000 will be funded from project underspend from the approved funds for the previous stage. The remaining £68,000 will be funded via S106 contributions relating to the 5 Broadgate development (Section 106 agreement dated 29th July 2011).

The S.106 Local Community and Environmental Improvements funding pot for 5 Broadgate can be used for *'health and welfare, leisure and recreation, street scene and air quality improvements in the vicinity of the site'*. The enhancement of the

Middlesex Street area is a high priority of the Liverpool Area Enhancement Strategy (adopted in 2013). This project meets its key strategic objectives approved by Members.

The LB Tower Hamlets will contribute financially to this project; to date they have allocated staff costs via market operations officers and a market development officer. Once the funding to Gateway 4 has been approved, officers will work towards setting out a clear funding plan for the remainder of this project, including implementation costs; looking to appropriate s106 monies. This plan will be presented to Members at the next Gateway.

Recommendations

It is recommended that Members:

- Approve the Scheme Objectives as detailed in Appendix 1;
- Authorise the progression of the project and approve funds of £110,000, as set out in Table 2.
- Authorise officers to review the legal implications of proposals including examining any relevant byelaws or legislative requirements, highways and planning provisions.

Appendices

Appendix 1	Schedule of Objectives
Appendix 2	Plan of Area

Background Papers: Issue report considered on 11 October 2016.

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