

EASTERN CITY CLUSTER

area enhancement strategy

STAKEHOLDER WORKSHOP
FEEDBACK REPORT

March 2018



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Introduction and Background

This report summarises findings from the third Stakeholder Group Workshop held on 15th February 2018. It will be used to inform the content of the Eastern City Cluster Area enhancement strategy. The group of participating stakeholders included representatives from current and future developments in the area, land owners and key local occupiers.

The aim of the workshop was to gather feedback on the strategic vision and objectives, which were developed and published following initial comments provided by this forum in March 2017, and by representatives of the local insurance industry in a separate meeting which also took place in March 2017. During the recent workshop, emerging ideas and design principles were also presented, to seek stakeholder's views about potential changes which could potentially be implemented in the area, to help cope with a predicted increase in workforce population and the anticipated development pipeline. Particular focus was given to pedestrian movement, security infrastructure, transport & servicing, cultural offer, social amenities and greening.

2.1 Structure and Agenda

During the workshop, Growth Industry and Lacuna presented emerging ideas and concepts for potential projects, inviting stakeholders to express their views. A questionnaire was distributed to all attendees, and round-table discussions took place. Copies of the presentation and questionnaire are included in *Appendices A and B*.

The following table sets out the structure of the workshop, as facilitated by the consultants currently supporting the City Public Realm Team in the development of the strategy:

- Jon Akers-Coyle, Director at Growth Industry [www.growthindustry.co.uk]
- Stella Ioannou, Director at Lacuna projects [www.lacunaprojects.com]

Details: Eastern City Cluster Area Strategy Stakeholder Workshop Date: 15 February 2018 Time: 14:30 – 17:00 Location: SCOR SE, Asia House, 31 -33 Lime Street, London, EC3M 7HT	
Welcome & introduction	Carolyn Dwyer Director, Department of the Built Environment, City of London
Part 1 – Opportunities Presentation <ul style="list-style-type: none"> •Public realm and traffic management •Culture and Art Strategy: aspirations and identity 	Jon Akers Coyle – Growth Industry Stella Ioannou – Lacuna Projects
Part 2 – Workshop - round table discussion <ul style="list-style-type: none"> •Public Realm and traffic management •Security •Culture and Identity 	All attendees
Part 3 – Discussion <ul style="list-style-type: none"> •Feedback from each group •Discussion and Q&A 	All attendees
Closing statement – thanks / next steps	Christopher Hayward, Chairman Planning and Transportation Committee

2.2 List of Attendees

City of London Corporation			
List of Attendees: Eastern City Cluster stakeholder workshop – 15th February, 14:30-17:00 pm.			
	Attendees	Title	Company
1.	Carolyn Dwyer	Director, Department of the Built Environment	City of London
2.	Christopher Hayward	Chairman Planning and Transportation Committee	
3.	Simon Glynn	Assistant Director - City Public Realm	
4.	Adrian Roche	Planning Policy	
5.	Peter Shadbolt	Assistant Director - Policy	
6.	Iain Simmons	Assistant Director - City Transportation	
7.	David Horkan	Assistant Director - Planning Development	
8.	Annie Hampson	Development Director	
9.	Edward Jackson	Project Manager – City Transportation	
10.	Melanie Charalambous	Group Manager – City Public Realm	
11.	Maria Herrera	Project Manager – City Public Realm	
12.	Sarah Whitehorn	Project Manager – City Transportation	
13.	Anya Obrez	Project Support Officer – City Public Realm	
14.	Jon Akers Coyle	Director	Growth Industry
15.	Stella Ioannou	Director	Lacuna
16.	Maria Marro-Perera	Project Manager	Lacuna
STAKEHOLDERS:			
17.	Tom Bradley		Lipton Rogers
18.	Dan Scanlon	Vice President of the CPA Board	CPA/Brookfield
19.	Roy McGowan		Momentum Transport Consultancy
20.	Mark Cannell	Partner	London & Oriental
21.	Loris Tinacci	Associate Partner	London & Oriental
22.	Maria de Simone	Regional Facilities Manager	Tideway Investment Management
23.	Steve Riches	Facilities Manager	Hiscox
24.	Nick Dart	Head of Property Property	The Leathersellers' Company
25.	Adam Goldin	Head of CC Land	CC Land
26.	Ned Salisbury	Generali Saxon Land Development	Generali
27.	Tina Palliet	Head of Generali Real Estate	Generali
28.	Samantha Garwood	CTSA	City of London Police
29.	Harry Badham	Head of Development UK	Axa
30.	Andrew Reynolds	Chairman	City Architecture Forum
31.	Rob Edwards	Lead Sponsor	Transport for London
32.	Simon O'Connell	Lead Sponsor	Transport for London
33.	Geoff Harris	Management of property development	T H Real Estate
34.	Justin Black	Head of Development	CC Land

3. EXECUTIVE SUMMARY

There is significant appetite for change in the Eastern Cluster, not only to accommodate the increasing numbers of people in the area, but also to make this part of the City an attractive and distinct destination. Stakeholders expressed their aspirations for an improved pedestrian environment, which is inclusive, safe and able to accommodate a diverse range of activities. The local public realm is perceived as a valuable asset, with the potential to make a strong contribution to the dynamism of this vibrant City quarter.

The introduction of measures to reduce vehicle movements was generally supported, with the aim of increasing the amounts of pedestrianised space to help cope with the predicted increases in pedestrian numbers, and to improve the quality of the environment. An array of design initiatives were considered, and it was recognised that each site would need to be carefully considered to ensure that businesses are not adversely affected. There is a strong appetite to give priority to pedestrians in key routes within the Eastern Cluster, in particular St Mary Axe and Leadenhall Street, which would create a “pedestrian core” around key destination points within the cluster. Bishopsgate was also seen as a critical street which will be subject to increasing pressures, once Crossrail and new planned developments are completed.

The intangible value of Leadenhall Market, as a historic asset and local destination, was considered worthy of inclusion in the Area Strategy. There is an opportunity for the Market, as a key visitor destination and local landmark, to provide a more diverse retail offer.

With regards to servicing and delivery needs, a consolidation strategy is generally supported as a complementary mechanism to help deliver pedestrian priority areas and better air quality. The reliability of the delivery system is fundamental, to ensure businesses continue to operate in a regular manner.

Security is seen as an important consideration. There is a strong preference to develop and implement aesthetically pleasing HVM solutions, integrated into the public realm. An enhanced presence of police and security personnel was also identified as desirable, but stakeholders strongly felt that security measures should not adopt a “gated estate” approach.

There is a strong desire for the City Corporation to drive through rapid and radical change, whilst also continuing to engage with the community. There may be some benefit gained by implementing some proposals incrementally, and/or through trials.

Stakeholders have high expectations and have a strong appetite for a varied programme of cultural activities that are well designed and well targeted. New amenities should be tailored towards the changing trends in workforce demographics and working patterns.

In particular, the following qualities were considered to be key to the delivery of a successful cultural and art offer:

- o Variety
- o Memorable
- o Surprise
- o Interactive
- o Inspirational

There was a general desire to re-brand the identity of the area in order to change the perception and respond to the changing trends of office occupancy and global investment. Any new identity or name must be informed by the characteristics of the site, drawing upon the historical and archaeological legacies and be relevant to the rich architecture of the Cluster.

4. PUBLIC REALM AND GREENERY

4.1 Public Realm and Greenery

- There was a general acceptance of the need for radical change, given that some streets are already performing at full capacity. Several comments were put forward around the idea of introducing pedestrian priority measures.
- Comments were made with regards to the provision of higher quality spaces and streets in this area, which integrate greenery and improve well-being. There is a desire for a high quality public realm which matches the high-quality architecture present in the area.
- The general consensus is that the pace of delivering improvements should be accelerated.

4.1.1 Bishopsgate

- Bishopsgate was identified by many as a key street in which pedestrian movement and comfort should be improved. It was felt that footway gains may not be enough, given the projected number of pedestrians coming into the area.
- Traffic movements should be improved by achieving greater efficiency in bus movements, and/or limiting private vehicle access. Considerations should also be given to the increasing number of cyclists (north-south routes) and taxi movements.
- A beneficial transformation for Bishopsgate could be to prioritise pedestrians, or the introduction of a “Bank junction model” in order to force a change in behaviour. Bank is a test case that could inform improvement schemes for other areas in the City. Any traffic changes would need to take into consideration the impact upon neighbouring boroughs, and network resilience.
- Comments were raised with regards to the need for new and better crossings along the length of the Bishopsgate, responding to pedestrian desire lines, giving commuters greater choice in where they can cross the street, but also to disperse pedestrians better and ‘feed in to’ the Cluster.
- Other nearby, “tertiary” streets should also be improved, to disperse people away from this congested route into safer and more pleasant routes. Options for closing some streets off Bishopsgate to better redirect pedestrian flows should be evaluated.

4.1.2 Pedestrian priority

- There was a strong appetite for pedestrian prioritisation, or indeed pedestrianisation, in streets such as **St Mary Axe, Undershaft, Leadenhall Street** and **Lime Street**, in order to provide alternative routes for the increasing number of people coming into the area.
- There is a desire to enhance the pedestrian routes into the Cluster, especially from/to Liverpool Street and Crossrail, in particular, with character and greenery, and to make these routes more active in terms of the mix of ground floor uses, and provision of places to pause. If alternative and attractive pedestrian routes were provided, people would choose to avoid busy routes such as Bishopsgate. This would help to alleviate the pressure on congested main thoroughfares.

- With regards to the delivery of pedestrian priority schemes, experimental closures of streets, on a continuous or timed basis, would be welcomed to test ideas and inform a permanent solution. Each project should be assessed on a case by case basis, as it was recognised that the same solutions may not be appropriate for all areas.
- Timed closures were supported as a mechanism to provide better street environments whilst limiting impacts upon business operations. For example, Lime Street currently excludes vehicles from 8:00 am-6:00 am Monday-Friday.
- Alternative provisions for taxis must be considered, if they were to be excluded from accessing certain zones. For example, peripheral pick-up/drop off points could be considered to limit the number of vehicles coming into the Cluster at peak times.
- Some comments were made regarding how stakeholders see their ground floor spaces as attractive social spaces, to be used by office workers and which give a positive public face to new developments. Ground floor spaces which are more engaging could help to generate a more dynamic public realm environment in the future.
- Comments were made about the changing nature of Leadenhall Street. There is already a change from office to retail space at ground floor level, as building owners are starting to give greater consideration to ground floor spaces as sources of activity and creating stronger identities for their buildings.
- The Bank Experiment was very positively welcomed and is seen as an exemplary precedent for how the Eastern City Cluster area can start introducing pedestrian priority or pedestrianisation on key streets.

Summary of results - Question no. 1

Do you support the introduction of pedestrian priority areas with the associated traffic management impacts?



Pedestrianisation of certain streets

Introduction of timed closures to certain streets to limit vehicle access at set times during the day

Temporary closures to certain streets to enable other activities in the area to take place (e.g events, street markets).

Widen footways/ reclaim carriageway space

1 Do not support 2 Somewhat support 3 Undecided 4 Support 5 Strongly support

4. PUBLIC REALM AND GREENERY

Summary of results - Question no. 2

Do you support any of the following options in order to accommodate the increasing numbers of pedestrians?



Plan - Boundary Area



	Widen Footways	Temporary closures	Timed Closure	Complete Pedestrianisation
1 Bishopsgate	64%	0%	25%	11%
2 Leadenhall Street	51%	3%	13%	33%
3 St Mary Axe/ Lime Street North	15%	11%	22%	52%
4 Houndsditch	40%	12%	28%	20%
5 Camomile Street/ Bevis Marks	35%	13%	22%	30%
6 Creechurch Lane Area	18%	9%	23%	50%

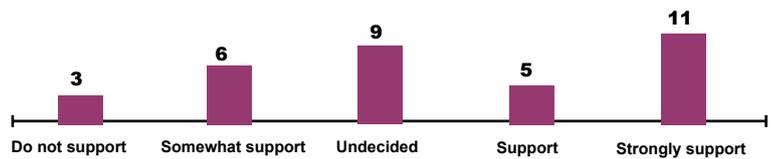
4.1.3 Greenery

- Strong support for much more urban greenery and heavily planted areas – “be bold”
- Greenery would enhance wellbeing and provide an attractive environment, where people want to spend time in, and gather.
- It is felt that there is not currently enough greenery in the ECC area, there is a desire to start planting trees now - “Green now”. The strategic placement of enhanced greenery can be used to influence where dwelling occurs, away from congested thoroughfares, and start animating other streets which are currently empty.

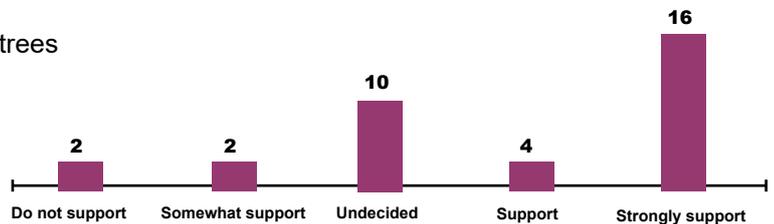
Summary of results - Question no. 3

Additional greening may require space to be re-allocated from existing carriageway. What is your appetite for increasing greenery?

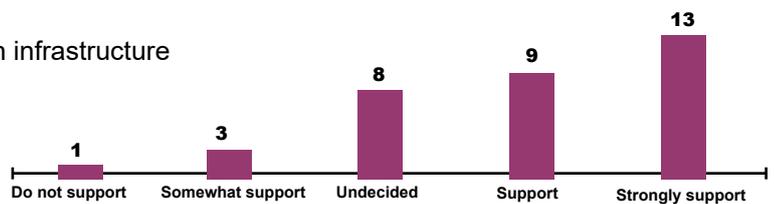
Temporary green infrastructure



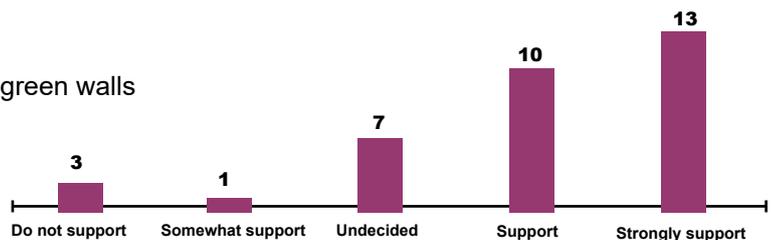
Additional street trees



Permanent green infrastructure



Green roofs and green walls



4.2 SECURITY, TRANSPORT & SERVICING

4.2.1 Security

- Integrated security measures were welcomed, though should not be too overt in appearance as this can create a hostile environment. Aesthetically pleasing integrated security measures should be prioritised, and the addition of utilitarian bollards or concrete barriers avoided. Through an appropriate design process, hostile vehicle mitigation measures can be better designed and integrated.
- Integrated security measures would provide “softer boundaries” where people feel safe. There was a general consensus that gates should not be introduced, and instead a layering of various security measures (including timed vehicle access) in a comprehensive way should be pursued.
- Some expressed the view that an enhanced police presence would help to make the area feel better secured, without having to install barriers to movement.
- Others suggested that vehicle numbers could be more significantly reduced if heavier enforcement was in place, and if fines were increased to act as a more severe deterrent.
- Comments received from the City Police highlighted that the lack of traffic means vehicle speeds can increase and present a risk to crowded places. Hard and soft landscaping can provide obstacles as part of integrated design solutions.

4.2.2 Servicing

- Consolidation of deliveries was generally favoured, although it is perceived as a challenging initiative to implement. Attendees expressed concerns about the need for businesses to continue functioning as normal, and that a certain number of deliveries would need to continue to be allowed within the area, maybe through the introduction of timed entries.
- The idea of remote consolidation centres, where deliveries can be logged, checked, dispatched and ultimately tracked was deemed favourable and a good way to monitor delivery movements in and out of the cluster.
- Comments were made about other London locations where consolidation has already been implemented, for example, some large estates have achieved this fairly quickly e.g. the Crown Estate. Questions were raised about the fact that it is easier to implement at the time of creating a new business cluster, as compared to imposing the measure upon an established business cluster such as the Eastern City Cluster. What are the cost implications?
- Comments were made about the consolidated waste management scheme for Oxford Street businesses which is currently operating successfully, could this type of scheme be explored for the Eastern Cluster?

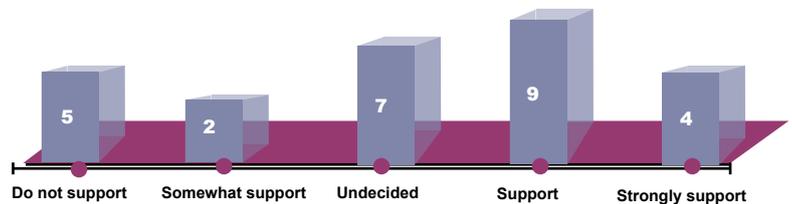
4.2 SECURITY, TRANSPORT & SERVICING

- Can consolidation work for SMEs? This needs to be ensured, as it is recognised the area needs small business to be able to operate, in order to bring diversity and dynamism into the area. Small businesses would find the costs associated with consolidation challenging unless it is supported by larger companies, for example on a pro rata basis.
- Comments were raised about the fact that a minimum volume is desirable for consolidation to work well. A series of incremental measures, increasing in scope and participant numbers, may help to achieve the ultimate goal.
- Attendees raised questions about whether application of Business Improvement District (BID) status could be beneficial? (Discussions around this topic have taken place in recent meetings focused on Freight and Servicing).
- Personal deliveries in the area need to be addressed. This could involve the introduction of permits/booking slots. Can such deliveries be re-timed or take place only at night time?
- Would technology offer solutions? E.g. booking delivery slots via a web 'portal' system.

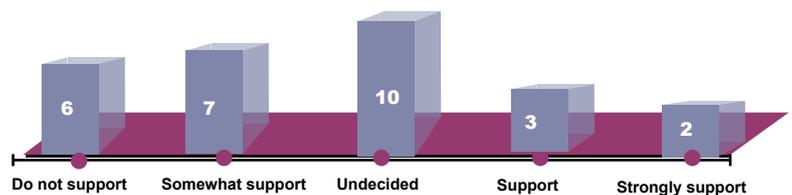
Summary of results - Question no. 5

In regards to security measures, do you support the introduction of vehicle restriction measures through:

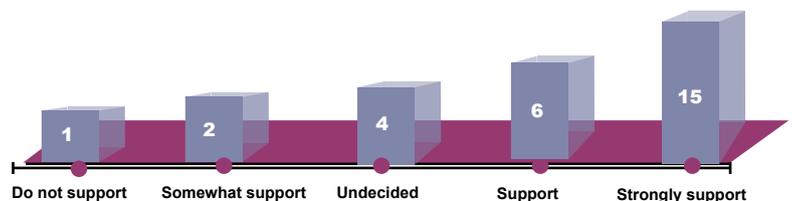
Passive measures such as **time closures, fixed bollards, or other street furniture.**



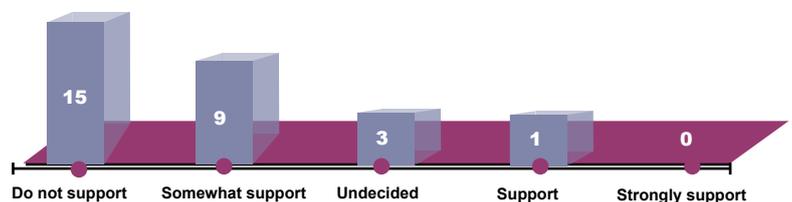
Active measures such as active management of **street closures, manned gates, retractable bollards.**



High quality **aesthetic interventions and integrated street furniture.**



Purely **functional elements with low quality aesthetic** (e.g. concrete blocks).



4.2 SECURITY, TRANSPORT & SERVICING

Summary of results - Question no. 6

To what degree do you support the following mechanisms to deliver a reduction in deliveries and servicing movement in the area?

	Do not support	Somewhat support	Undecided	Support	Strongly support
Requiring deliveries to be re-timed.	11%	10%	14%	40%	25%
Requiring deliveries to come through a consolidated system.	7%	18%	21%	32%	22%
Requiring delivery and servicing suppliers to work through a central hub (for servicing tools and equipment, goods) using alternative modes of transport (e.g. electric bicycles) to/from hub(s). "Last mile sustainable transport approach."	11%	18%	22%	30%	19%
Through supporting SME's in the area to implement the changes (e.g. utilising your large building facilities for consolidated deliveries, subsidy)	18%	8%	27%	33%	14%



Culture and Art

There was a general consensus that in terms of the Culture and Art programme, there is great ambition and aspiration to see an on-going programme of cultural activities and varied events, to support the Eastern City Cluster as a world class destination.

4.3.1

Target audience

The general agreement was that cultural programme should be tailored to the current workforce and occupiers, and potentially extended to appeal to a wider audience, including families and cultural visitors at weekends. Comments were raised about the importance to respond to the increase in number of workers but also to consider the change in demographics in the area.

Some participants expressed the view that the programme should provide amenities for different age groups and different interests.

Summary of results - Question no. 7

Who is the key target audience for the Cultural programme?



52%

Workforce/occupiers



15%

Visitors/families/cultural tourism



33%

All of the above

4.3.2

Type of activities and frequency

There is an appetite across the board for a wide innovative programme that is ongoing and responds to a variety of preferences among workers in the area.

Food, Urban Gardening and Archaeology were identified as suitable themes for an ongoing cultural programme, which would need to be curated and tailored to the area's workforce. Other themes for activities that were raised were: Play, sports, and fitness & well-being.

The attraction and potential value of an ongoing programme of events centred around gardening and food was considered. This was felt to be a very attractive theme for the local workforce.

Archaeology - Many of the attendees have encountered archaeological findings on their sites within the City. Questions were asked about how a programme of activities could be created around these findings? There is strong scope to use archaeology as a basis for interactive and educational programmes, both for office workers and visitors that come into the area.

Talks and tours should be used to showcase the existing local attractions and cultural offer, such as the Sculpture in the City exhibition, Leadenhall Market and open-house events in architectural landmark buildings.

- Suggestions were made on holding an architecture-driven programme of events which could attract visitors rather than workers. This type of activity is thought to be more desirable after hours or at the weekends.
- Comments were raised in regards to the evolving range of amenities in buildings and the changing relationships between tenants and developers. Developers need to provide buildings with amenities that provide more opportunities for social engagement, including events. Places like “WeWork” are establishing themselves as leaders in delivering flexible/social working spaces’
- One attendee highlighted that many of their new tenants coming in do not favour big institutional barriers and instead like engaging with other tenants. These are a new type of it is a new type of users, not always from the financial sector and bringing with them a new culture in terms of working patterns and expectations.
- Some events have to be targeted at attracting people to the City at the weekend where there is opportunity for events. As an example, it was mentioned a ‘Roof Gardens Weekend’ where people could go from roof top to rooftop and explore views of London.

4.3.3 Frequency of events

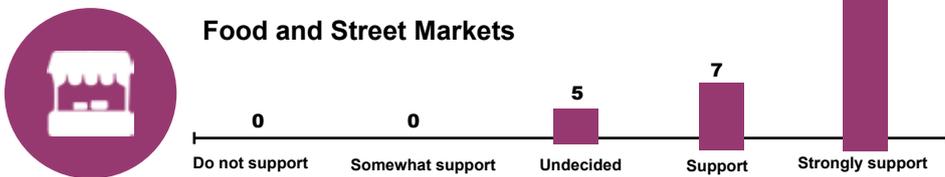
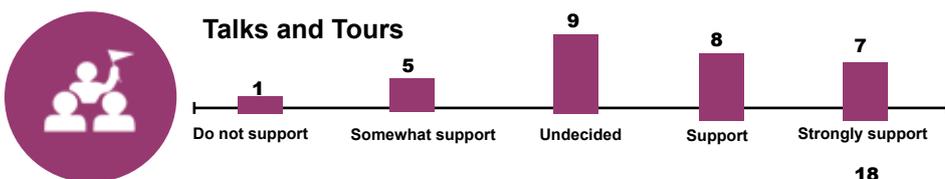
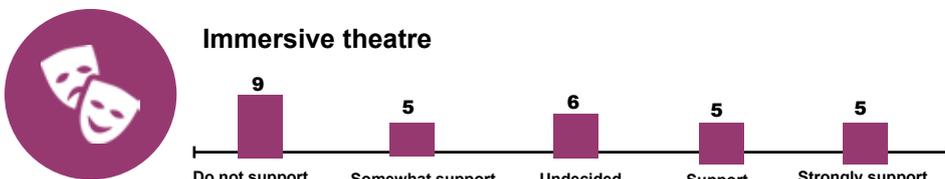
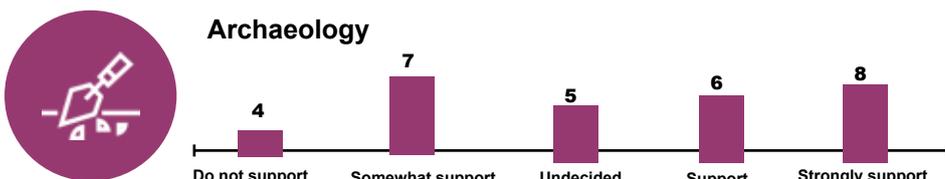
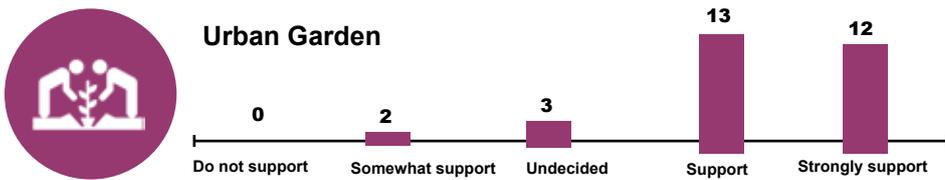
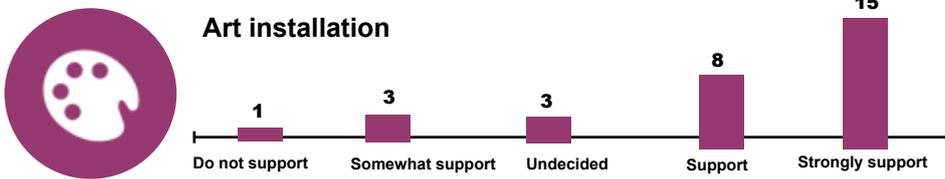
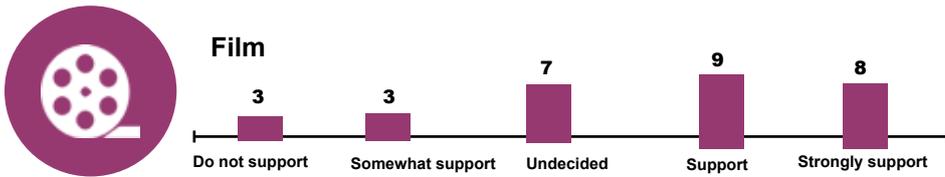
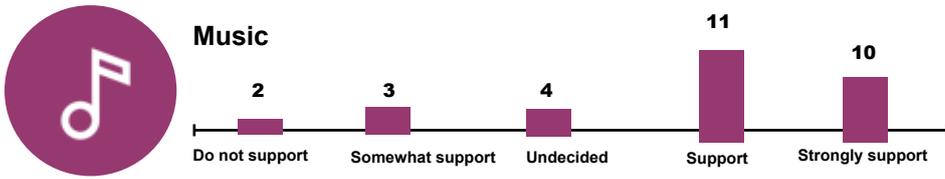
- There was a general desire ‘to do more’ culturally whilst at work / during the working day. Activities should be rotated to offer variety.
- Lunchtime is seen as a crucial time for the cultural offer, especially for activities that require limited time commitment and can fulfil some of the needs of the workforce (e.g. food, a space to have a break and relax). There was a general consensus that events should not take place in the morning, as this is a busy time for City workers. Evening programming would also provide City workers with a wider range of activities after work.
- It was agreed there is potential to activate the area during weekends, if they are targeted at a wider audience, which could increase footfall and create a vibrant weekend community and economy. A series of weekend events should aim to attract people to the City on Saturdays and Sundays or Bank Holidays, when there is an opportunity to receive greater visitor numbers.
- There was general support to involve the local community in the delivery of events, to enable social engagement.

Summary of results - Question no. 9

In terms of frequency and time of day for events respondents strongly support:

Time of day	Frequency
5% Morning	50% Seasonal programme
36% Lunchtime	23% Annual programme
40% Evenings	36% Temporary events
42% Weekends	

What types of events would you be interested in the area?



4.3.5 Other comments on Culture & Art strategy

- Some comments were raised in regards to land ownership boundaries and public perception, particularly areas of private land which are publicly accessible. It was suggested that the events programme could help to communicate and increase awareness of the number of spaces that are open to the public.
- Questions were raised in regards to the changing nature and identity of the area. Is there an appetite for after hours events, (24/7 life of the City). How and why has the city changed within the past 10 years? It was acknowledged that there is a change in demographic towards younger, diverse and international people, and more creative industries coming into the area. There is a rich socio-economic change to the work environment. How we can we adjust to this change?
- It was recognised that the range of amenities in buildings is evolving, and the relationship between tenants and developers is changing. Developers need to provide more spaces for social engagement and events. The focus is now about creating an identity for the building, and ensuring it is an attractive place to spend time in. Places like “WeWork” are establishing themselves as leaders in pushing the concept of flexible/social working spaces.
- One attendee mentioned that the ground floor of their building is used as a ‘programmable space’, and that it is worth considering what existing amenities could be used to encourage ‘linking people’ between buildings and businesses, in keeping with emerging tenancy trends.
- Tech-enabled events and activities, and the distribution of information electronically was favoured, to support a 24/7 active Cluster and to engage with the community. Booking and ticket-selling should be online.
- The concept of “vertical communities” was mentioned. The idea is focused on considering the office environment as spaces to socialise and as platforms for public engagement. The changing trends of new demographics of City workers, require a re-focus of the office environment which can support mixed-uses in buildings, changing lifestyles and a diverse community.
- Recovering the spirit of the ‘Lloyd’s Coffee House’ was mentioned.
- The programme should also target underused spaces, or spaces that are not yet occupied to animate the area. Events could be delivered through a partnership and engage with different retailers on a pop-up basis and offer variety and a sense of “surprise” and a “moment of inspiration”.

4.4 IDENTITY & PERCEPTION

4.4.1 Identity

- There was a general consensus that a new name for the Cluster would be desirable, an inspiring name that people from outside London/the UK would recognise as a 'destination'. A new name may also help to broaden a positive perception of the area.
- It was felt by some that the image of the City needs to evolve, to ensure a welcoming environment for all. The City as a choice of workplace should be as attractive as working in other London locations, such as Soho and the West End.
- Other examples where the cultural and artistic offer has been key to successful placemaking were discussed. The example of Kings Cross was mentioned, which features a rich cultural events programme, which has established Kings Cross as a cultural destination.
- In Kings Cross, feedback from developers and investors confirms that the area has transformed into a mixed-use and attractive public realm that has generated increased visitor numbers, and an inspiring workplace model. Can we make the Eastern City Cluster more like Kings Cross?
- The desirability of King's Cross was mentioned by a number of attendees, and in particular the KX approach to delivering a diversity of offer:
 - o Selecting retailers carefully, not just any chain or concession.
 - o A curated programme of cultural activities and events.
 - o Attractive and high-quality design of the outside spaces, which are flexible and open to all.
- Overall, attendees agreed that a stronger brand would help to attract more people to come into the City and into the Cluster. Define the purpose and produce of brief for the development of a new identity and brand.
- Some attendees expressed a preference for the City Corporation to take ownership of the Culture and Art programme in order to make it consistent and to create linkages between the different areas, buildings and companies

4.4.2 Name Suggestions

- It was suggested a new name should draw upon the history of the area, and also highlight its unique quality. Examples suggested:
 - o The Leadenhall District
 - o Leadenhall...(?): Has a connection with the area that goes back centuries, linked with the Market and the street?
 - o The Cluster
 - o Leadenhall Quarter
 - o Leadenhall Central Business District
 - o City Cluster
 - o (?) Quarter: informed by a landmark or destination

4.5 GENERAL COMMENTS

4.5.1 Estate Management

- In general, stakeholders were **not** strongly in favour of introducing an estate management approach. However, it was discussed that a potential joint partnership could be adopted to curate and organise cultural events and other activities. There would need to be a clearly defined set of objectives and a vision for this.
- There were a number of general questions raised, related to this theme:
 - Who manages it?
 - What is the cost? Who pays?
 - For what purpose?
 - What is the scope?

Are you interested on an estate management approach in any form?

60% No

40% Yes

4.5.2 Process

- Many attendees felt the process that must currently be worked through to obtain planning permission, is too time consuming and drawn out. The process is perceived as difficult and often confusing, and it was felt the Corporation should look into “slimming down” the process.
- Concerns were raised about the delivery of highways improvement works, the timescales for evaluation and implementation of highways schemes are perceived by some as excessive.
- It was noted that messages communicated to stakeholders around topics such as security bollards sometimes appear inconsistent. The process becomes difficult to manage if various divisions within the Corporation are perceived to be providing conflicting advice.

Conclusion

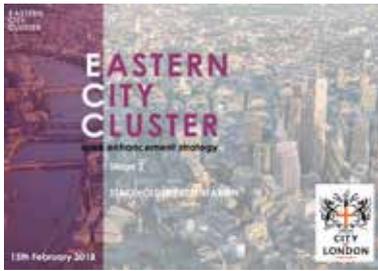
There is significant appetite for change in the Eastern City Cluster not only to accommodate the increasing numbers of people in the area but also to make the area an attractive destination where people will want to come and spend time.

In summary, the key messages from the Stakeholder workshop can be summarised as follows:

1. **RADICAL CHANGE IS DESIRED** – rebalance the allocation of space in streets to provide an improved pedestrian environment. Pedestrianisation of key streets is favoured, to help ensure sustainable growth.
2. **ENHANCE THE ENVIRONMENT**- a high quality and well-designed public realm is of paramount importance, with integrated security measures which do not impede businesses' ability to operate.
3. **INCLUSIVE, SAFE AND WELCOMING** – delivery of safe city streets which facilitate social interaction, cultural activities and celebrate the area's unique character.
4. **INTRODUCE GREENERY** – Consider greening the environment as a catalyst for change, and to improve health and well-being.
5. **CHANGE PERCEPTION** – Transport modes are evolving, the built environment should respond to the changing trends in office occupancy, visitor & workforce profiles.
6. **DELIVER AN AMBITIOUS CURATED CULTURAL PROGRAMME** – To be successful the City must curate the programme. Food and Green Spaces were strongly supported as candidate themes, as well as archaeology, well-being and fitness.
7. **BRING PEOPLE TOGETHER** – Support public engagement and community involvement, within buildings, but also between buildings.
8. **TECHNOLOGY ENABLED** - Technology has a huge role to play in activating public spaces and communicating cultural activities. The enabling of flexible working patterns and enhanced connectivity are key aspirations.
9. **BUILDINGS ARE CHANGING** – Support changing lifestyles and evolving trends amongst businesses coming into the area.
10. **TIMING IS OF THE ESSENCE** – There is a desire for improvements to be delivered within shorter time frames.

APPENDICES

APPENDIX A: Presentation from work-



PRESENTATION

Introduction

Part 1
Presentation
Joe Allen Coyle
Stella Ioannou
growthindustry
LAC UNA

Part 2
Workshop

Part 3
Finery session



ASPIRATIONS

Five feedback

- 1 Provide an improved pedestrian environment and improve connectivity and movement
- 2 Provide more space for pedestrians in order to cope with the projected increase in office workers and visitors (i.e. street closures and pedestrian priority areas)
- 3 Provide better security for buildings and people
- 4 Address servicing demands/needs

ASPIRATIONS

Five feedback

- 5 Improve air quality and well-being, introduce more greenery and enhance transit spaces
- 4 Provide amenable and high quality public spaces where people can spend time and that support changing work patterns and demographics
- 7 Increase competitiveness through enhanced digital infrastructure and cultural offer
- 8 Support out of hours, weekend and evening activities to bring dynamism into the area and attract a wide range of users and visitors

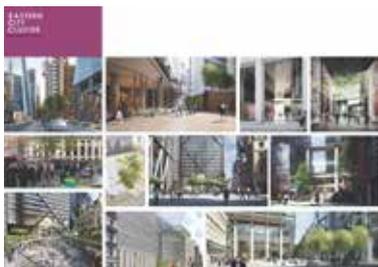
VISION

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.



VISION OBJECTIVES

- 1. **Strengthen the network**
- 2. **Improve the quality of public spaces**
- 3. **Create a world-class destination**



ISSUES

ISSUES

Key issues identified include:

- 1. Poor pedestrian environment
- 2. Limited public space
- 3. Poor air quality
- 4. Limited connectivity
- 5. Limited evening/weekend activities
- 6. Limited cultural offer
- 7. Limited digital infrastructure
- 8. Limited security

PEDESTRIAN COMFORT

Key issues identified include:

- 1. Limited public space
- 2. Limited connectivity
- 3. Limited evening/weekend activities
- 4. Limited cultural offer
- 5. Limited digital infrastructure
- 6. Limited security

ISSUES SUMMARY

45. PUBLIC OPEN SPACE

5. ROAD CARRIAGEWAY

PEDESTRIAN FOOTWAY

OPPORTUNITIES

Key opportunities identified include:

- 1. Improved pedestrian environment
- 2. Increased public space
- 3. Improved air quality
- 4. Improved connectivity
- 5. Increased evening/weekend activities
- 6. Increased cultural offer
- 7. Improved digital infrastructure
- 8. Improved security

MOVEMENT & CONNECTIONS

Key opportunities identified include:

- 1. Improved pedestrian environment
- 2. Increased public space
- 3. Improved air quality
- 4. Improved connectivity
- 5. Increased evening/weekend activities
- 6. Increased cultural offer
- 7. Improved digital infrastructure
- 8. Improved security

MOVEMENT & CONNECTIONS

Key opportunities identified include:

- 1. Improved pedestrian environment
- 2. Increased public space
- 3. Improved air quality
- 4. Improved connectivity
- 5. Increased evening/weekend activities
- 6. Increased cultural offer
- 7. Improved digital infrastructure
- 8. Improved security

MOVEMENT & CONNECTIONS

Key opportunities identified include:

- 1. Improved pedestrian environment
- 2. Increased public space
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- 7. Improved digital infrastructure
- 8. Improved security

MOVEMENT & CONNECTIONS

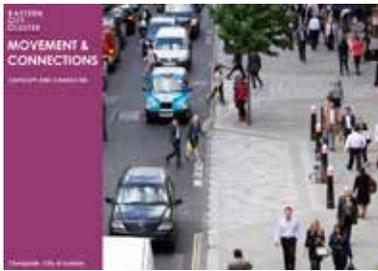
Key opportunities identified include:

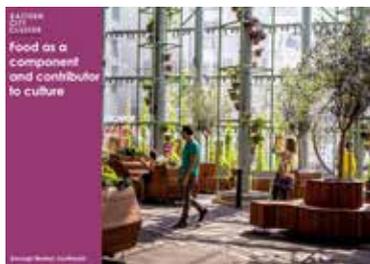
- 1. Improved pedestrian environment
- 2. Increased public space
- 3. Improved air quality
- 4. Improved connectivity
- 5. Increased evening/weekend activities
- 6. Increased cultural offer
- 7. Improved digital infrastructure
- 8. Improved security

MOVEMENT & CONNECTIONS

Key opportunities identified include:

- 1. Improved pedestrian environment
- 2. Increased public space
- 3. Improved air quality
- 4. Improved connectivity
- 5. Increased evening/weekend activities
- 6. Increased cultural offer
- 7. Improved digital infrastructure
- 8. Improved security





APPENDIX B: Presentation from work-

Eastern City Cluster – Public realm strategy

QUESTIONS: Rate each item, 1 being “do not support” and 5 being “strongly support”.

- 1. Do you support the introduction of pedestrian priority areas with the associated traffic management impacts? For example:**

	1	2	3	4	5
1.1 Pedestrianisation of certain streets.					
1.2 The introduction of timed closures to certain streets to limit vehicle access at set times during the day.					
1.3 Temporary closures to certain streets to enable other activities in the area to take place (e.g. events, street markets).					
1.4 Widened footways / reclaim carriageway space					

Considerations:

- *Taxis and executive vehicle access may be restricted.*
- *Satellite taxi pick-up/drop-off points may be identified.*
- *Delivery and/or service operations may be re-timed to operate building facilities 'out-of-hours'*
- *London Bus services may be impacted.*
- *Despite 'pedestrianisation' business as usual in terms of construction/street works may still occur.*
- *Construction deliveries may need to be re-timed to 'out-of-hours'.*

Other comments on question No. 1:

- 2. In relation to the above, do you support any of the following options in order to accommodate the increasing numbers of pedestrians?**

Select options that apply.	Widened footways	Temporary closures	Timed closure	Complete pedestrianisation
2.1 Bishopsgate				
2.2 Leadenhall Street				
2.3 St Mary Axe / Lime Street north				
2.4 Houndsditch				
2.5 Camomile Street / Bevis Marks				
2.6 Creechurch Lane area				

Other comments on question No. 2:

QUESTIONS: Rate each item, 1 being “do not support” and 5 being “strongly support”.

3. Additional greening may require space to be re-allocated from existing carriageway. What is your appetite for increasing greenery?

	1	2	3	4	5
3.1 Temporary green infrastructure in the form of planting and urban gardens.					
3.2 Additional street trees					
3.3 Permanent green infrastructure in the form of new landscaped spaces.					
3.4 Green roofs and green walls.					

Other comments on question No. 3:

4. What is your appetite for the introduction of an estate management approach in the area for:

	1	2	3	4	5
4.1 The operation of area wide security measures jointly funded by the partnership.					
4.2 Street and open spaces enhanced maintenance.					
4.3 Curation and management of cultural events and community engagement programmes.					

Are you interested on an estate management approach in any form? Yes / No

Other comments on question No. 4

5. Regarding security, do you support the introduction of vehicle restriction measures through:

	1	2	3	4	5
5.1 Passive measures such as timed closures, fixed bollards, or other street furniture					
5.2 Active measures such active management of street closures, manned gates, retractable bollards – all manned activities.					
5.3 High quality aesthetic interventions and integrated street furniture.					
5.4 Purely functional elements with low quality aesthetic (e.g. concrete blocks).					

Other comments on question No. 5:

QUESTIONS: Rate each item, 1 being “do not support” and 5 being “strongly support”.

6. To what degree do you support the following mechanisms to deliver a reduction in deliveries and servicing movement in the area?

	1	2	3	4	5
6.1 Requiring deliveries to be re-timed.					
6.2 Requiring deliveries to come through a consolidated system.					
6.3 Requiring delivery and servicing suppliers to work through a central hub (for servicing tools and equipment, goods) using alternative modes of transport (e.g. electric bicycles) to/from hub(s). “Last mile sustainable transport approach.”					
6.4 Through supporting SME's in the area to implement the changes (e.g. utilising your large building facilities for consolidated deliveries, subsidy)					

Other comments on question No. 6:

7. Who is the key target audience for the cultural programme?

Select one option or both if they apply.

7.3 Workforce / occupiers	
7.2 Visitors / families and cultural tourism	

8. What type of events would you be interested to see in the area?

	1	2	3	4	5
8.1 Music					
8.2 Film					
8.3 Art installations					
8.4 Urban garden					
8.5 Archaeology					
8.6 Immersive theatre					
8.7 Talks and tours					
8.8 Food and street markets					
8.9 Other – please specify					

QUESTIONS: Rate each item, 1 being “do not support” and 5 being “strongly support”.

9. In terms of frequency and time of day for events, what would you prefer?

9.1 Frequency	1	2	3	4	5
Seasonal programme					
Annual programme					
Temporary events					
Other – please specify					
9.2 Time of day					
Morning					
Lunchtime					
Evenings					
Weekend					

Other comments on question No. 7,8, 9:

10. Do you think the Eastern City Cluster needs a new name more appropriate for a destination? Yes / No

10.1 If you think a new identity for the area is required how would you define it or suggest we approach developing this?

10.2 Do you have any suggestions for a new name for the area?

Name:

Company details:

Email Address:

Phone number:

For further information contact:

easternclusterarea@cityoflondon.gov.uk

This questionnaire is also available at:

<https://www.surveymonkey.com/r/EasternClusterstrategy>