



City of London | Local Development Framework

# Core Strategy

Development Plan Document

**Delivering a World Class City**

September 2011





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Adopted 8th September 2011

## Delivering a World Class City

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যদি আপনি এই ডকুমেন্ট অন্য ভাষায় অনুবাদিত আকারে পেতে চান অথবা যদি আপনি এই তথ্য অন্য ফরমেটে পেতে চান, তাহলে আপনার নাম, ঠিকানা, প্রথম ভাষা এবং কোন ডকুমেন্ট আপনি পেতে আগ্রহী তা জানিয়ে নিম্নের ঠিকানায় লিখুন।

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# 1: Introduction

## WHAT IS THE CORE STRATEGY?

1.1 The Core Strategy is a planning document that sets out a spatial framework for how the City Corporation wants to see the City of London develop to 2026 and beyond. It takes account of projected changes in economic circumstances and numbers of people in work, transport needs, housing needs, the impact of climate change, the need to protect and enhance the City's historic legacy and the overarching need to improve the quality of life for all the City's communities (workers, residents and visitors).

## THE LOCAL DEVELOPMENT FRAMEWORK

1.2 The Core Strategy is one of the documents that make up the City's Local Development Framework (LDF). Together these documents provide policies, guidance and feedback on how the City is developing. A more detailed explanation of the LDF system and the planning documents proposed in the City is set out in the City's Local Development Scheme. In summary, the City's LDF will comprise the following:

- **Local Development Scheme** – this describes the documents that make up the LDF and the timetable for preparing them;
- **Statement of Community Involvement** – sets out how we will consult the public on the LDF;
- **Core Strategy Development Plan Document (DPD)** – sets out strategic policies to guide development in the City;
- **Development Management DPD** - contains detailed policies for deciding planning applications;
- **Supplementary Planning Documents (SPDs)** – set out in more detail how some of the planning policies will be applied;
- **Annual Monitoring Report (AMR)** - reports progress being made on preparing and implementing the LDF.

1.3 The Core Strategy is accompanied by a Proposals Map, (in two parts) which shows where policies of the Core Strategy and Unitary Development Plan (see below) apply to specific locations.

1.4 Before the introduction of the Local Development Framework process the City was required to prepare a Unitary Development Plan (UDP) which was adopted in 2002. Most of the UDP's policies have now lapsed, but 55 will remain in force until the adoption of the Development Management DPD. A list of these policies is set out in Appendix 3.



## THE WIDER POLICY CONTEXT

1.5 The City cannot be planned in isolation. The Core Strategy has been developed in the context of a range of other plans and strategies operating at the City, London and national levels.

### City Strategies

1.6 The overarching strategy for the City is its sustainable community strategy *The City Together Strategy: The Heart of a World Class City 2008-2014*. The Strategy was drawn up and will be implemented by the City's Local Strategic Partnership (The City Together), which brings together businesses, residents, infrastructure and service providers. The Vision for the City Together Strategy is: *"The City Together will work to support the City of London as a leading international financial and business centre in a way that meets the needs of its diverse communities and neighbours."*

1.7 The Vision is supported by five key themes for achieving a World Class City, which:

- is competitive and promotes opportunity;
- supports our communities;
- protects, promotes and enhances our environment;
- is vibrant and culturally rich;
- is safer and stronger.

1.8 This Vision and the five themes have been integrated into the Spatial Strategy, Vision, Strategic Objectives and policies of the Core Strategy.

1.9 The City Together Strategy will be implemented through the Core Strategy and a number of other local strategies prepared by the City Corporation or its partners, covering areas such as economic development, transport (the Local Implementation Plan), health and community services, crime and disorder, biodiversity, waste recycling, air quality and climate change. The Core Strategy aims to bring together the spatial elements of these strategies and provide a focus for future development in the City.

### London and National Strategies and Policies

1.10 A wide range of regional strategies, including those for planning, transport, economic development, housing, energy and air quality are prepared by the Mayor of London, and brought together in the London Plan 2011. The Core Strategy, like those produced by the London boroughs, must be in general conformity with the London Plan. The London Plan, together with the City's Local Development Framework, form the 'Development Plan' for the City of London. The Core Strategy does not repeat policy in the London Plan, or national guidance, except where more detail is required to reflect local circumstances.

1.11 In preparing the Core Strategy, the City Corporation has liaised closely with its neighbouring boroughs (Westminster, Camden, Islington, Hackney, Tower Hamlets, Southwark and Lambeth) to ensure a coordinated approach.

1.12 The Core Strategy must reflect national planning policy guidance. This is currently set out in a series of Planning Policy Statements (PPS) and Circulars, but will be replaced by a National Planning Policy Framework.

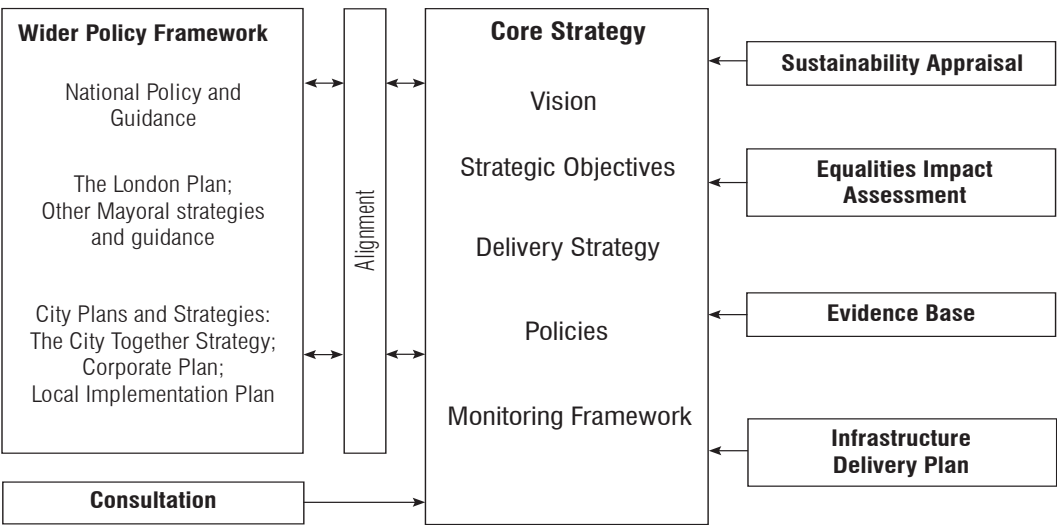


Figure 1: Core Strategy Preparation

PREPARATION OF THE CORE STRATEGY

1.13 The development of the Core Strategy involved public consultation, information-gathering, research and sustainability appraisal. The principal supporting evidence and the conclusions of the sustainability appraisal are outlined under each policy.

1.14 Although the Core Strategy identifies the broad scale and location of development expected in the City up to 2026, the overarching strategic objectives provide a framework for development beyond this date. The City Corporation will keep the evidence base under review and monitor the implementation of the Core Strategy’s objectives and policies. This monitoring will be reported annually (to reflect changes in the Localism Bill) and will highlight whether circumstances have changed sufficiently to require a review of the Core Strategy in its entirety or a review of selected policies.

IMPLEMENTATION AND DELIVERY

1.15 Implementation of the Core Strategy requires partnership working with a range of organisations, including developers, businesses, residents, community and amenity groups, transport and service providers, the Mayor of London and neighbouring boroughs.

1.16 A key mechanism for implementing the Core Strategy is the consideration of planning applications through the development management process. The Core Strategy should be read as a whole and applications for planning permission will be considered against all relevant policies in the Core Strategy and those in the London Plan. The City Corporation will provide more detailed planning policies in the Development Management DPD.

1.17 The City Corporation also uses its management of the public realm and environmental enhancement strategies to help deliver the vision and policies in the Core Strategy. It will, where necessary, use its land and property ownership

to assist with site assembly and use its compulsory purchase powers to enable the high quality development the City needs.

1.18 Under each policy is a table setting out how the policy will be delivered, identifying the main delivery partners and processes. Key factors in delivery will be the detailed evaluation and prioritisation of proposals and the availability of funding. The City's Infrastructure Delivery Plan, which is summarised in Appendix 2, aims to identify and collate the investment plans of a range of infrastructure providers determining where there might be gaps in funding, or trigger points which require a step change in levels of infrastructure. Where gaps in the funding of infrastructure necessary to implement the Core Strategy are identified, the City Corporation will seek alternative funding streams, including the use of contributions from development, and will consider the need to prioritise available funds. Where necessary funds cannot be secured, the City Corporation will also consider whether there is a need to review the Core Strategy.

1.19 Alongside the Core Strategy, the City Corporation has prepared a detailed Infrastructure Delivery Plan, which is available on the City Corporation's website. This Plan is a 'living' document which will be updated on an ongoing basis.

#### **WHAT IF THINGS CHANGE?**

1.20 The City Corporation will update the evidence base and Infrastructure Delivery Plan and monitor progress towards meeting the Core Strategy's strategic objectives. Key areas where changing trends or uncertainty may result in a need to change policy include:

- Future levels of economic and employment growth;
- Transport and infrastructure capacity;
- The appropriate balance of uses in the City;
- Climate change;
- The security context;
- The availability of funding for the delivery of necessary infrastructure; and
- Changes in legislative requirements or Government guidance.

1.21 The Core Strategy was prepared in the context of the most up to date and relevant information available. A range of projections and potential future scenarios were considered and a risk analysis undertaken for each policy area. However, unforeseen events may prompt a need for review of some policies. The monitoring framework (Appendix 1) and the Infrastructure Delivery Plan (Appendix 2) provide the basis for identifying when a review will be required.

## STRUCTURE OF THE CORE STRATEGY

1.22 The remainder of the Core Strategy is structured as follows:

■ **Section 2: Spatial Strategy, Vision and Strategic Objectives** – outlines the spatial strategy for the City, highlights the challenges it faces and outlines a vision for the future under five broad themes:

- A World Financial and Business Centre
- Key City Places
- City Culture and Heritage
- Environmental Sustainability
- City Communities

■ **Section 3: Delivery Strategy** – sets out policies to implement the spatial strategy and vision

■ **Section 4: Appendices**

1.23 The vision, delivery strategy and policies are intended to provide an integrated and co-ordinated approach to planning the City. The Core Strategy should therefore be read as a whole.



## 2: Spatial Strategy, Vision and Strategic Objectives

**THE CITY TODAY**

2.1 The City of London is unique. Although little more than one square mile in size, it is densely developed and is the world's leading international financial, business and maritime centre. It is a leading driver of the London and national economies, contributing 12% of London's GDP and an estimated 8.5% of the UK's GDP. It provides employment for over 370,000 people who mostly use public transport to commute to work from across London and the surrounding regions. Offices make up over 70% of all buildings and many of them are occupied by financial and business services.

2.2 Alongside its primary business function, the City has many other roles:

- It is home to approximately 10,000 residents;
- It is a centre of learning with over 29,000 students;
- It provides national, regional and local health services;
- It is at the hub of an extensive regional public transport network;
- It houses arts and cultural facilities of international renown;
- It is a visitor destination with a distinctive, high quality environment that combines modern architecture and tall buildings with historic buildings and conservation areas within a rich historic environment.

2.3 The City's economic dynamism means there is a high rate of change and development, putting particular pressure on the City's transport and utility infrastructure. There are significant competing demands between the need to accommodate new office development alongside the need for new housing, social and community facilities and improved transport infrastructure. These pressures are felt City-wide and the Core Strategy needs to respond accordingly.

**SUSTAINABLE GROWTH – THE CENTRAL CHALLENGE**

2.4 The central challenge facing the City, therefore, is the delivery of sustainable long-term economic growth to support the London and national economies, whilst at the same time providing for population growth and protecting and improving the environment and quality of life. The City is expected to see continued economic, employment and population growth in the medium to longer term, notwithstanding short-term economic cycles. Table 2.1 shows the scale of the projected growth in employment and population expected in the City over the period to 2026.

**Table 2.1: Growth in Population and Employment 2006 - 2026**

	2006	2011	2016	2021	2026
Employment Projections	332,000	373,000	401,000	423,000	428,000
Population Projections	8,900	9,700	10,400	11,400	12,100

Sources:  
Working Paper 39: Borough Employment to 2031 GLA Economics November 2009  
2010 Round Demographic Projections for the London Plan GLA February 2011

2.5 In turn, this growth will lead to further pressure for new offices, shops, homes and leisure facilities, and the services necessary to support them. A balance is needed between providing for this new development and retaining and improving the best of the current building stock. Table 2.2 illustrates the overall scale and phasing of development anticipated in the City over the next 15 years.

Table 2.2: Indicative Scale and Phasing of Growth in Main Land Uses 2011-2026

Land Use	2011-2016	2016-2021	2021-2026	Total 2011-2026
Offices	650,000m <sup>2</sup>	250,000m <sup>2</sup>	250,000m <sup>2</sup>	1,150,000m <sup>2</sup>
Retailing (A1 - A5)	52,000m <sup>2</sup> *	44,000m <sup>2</sup>	40,000m <sup>2</sup>	136,000m <sup>2</sup>
Housing	667 units	430 units	550 units	1,647 units

\* figures relate to 2009-2016 period

2.6 The distribution of the development set out in Table 2.2 will reflect the City's primary business role and the expectation that offices will be acceptable development across the City unless indicated otherwise by policies in this Core Strategy. Table 2.3 provides an illustration of the scale of development that could take place in each of the five Key City Place areas and the rest of the City through the implementation of the policies in this Core Strategy and the development pipeline (sites under construction at March 2011 or with the benefit of planning permission). The figures are not prescriptive and are presented as percentage ranges.

Table 2.3: Indicative Distribution of Development (% of floorspace and % of residential units)

	Offices	Retailing	Hotels	Housing
North of the City	10-20	20-30	0-10	60-70
Cheapside	0-10	50-60	20-30	0
Eastern Cluster	50-60	10-20	0-10	0
Aldgate	0-10	0-10	0-10	0-10
Thames & Riverside	0-10	0-10	50-60	0-10
Rest of the City	20-30	0-10	0-10	10-20
City of London	100	100	100	100



## SPATIAL STRATEGY

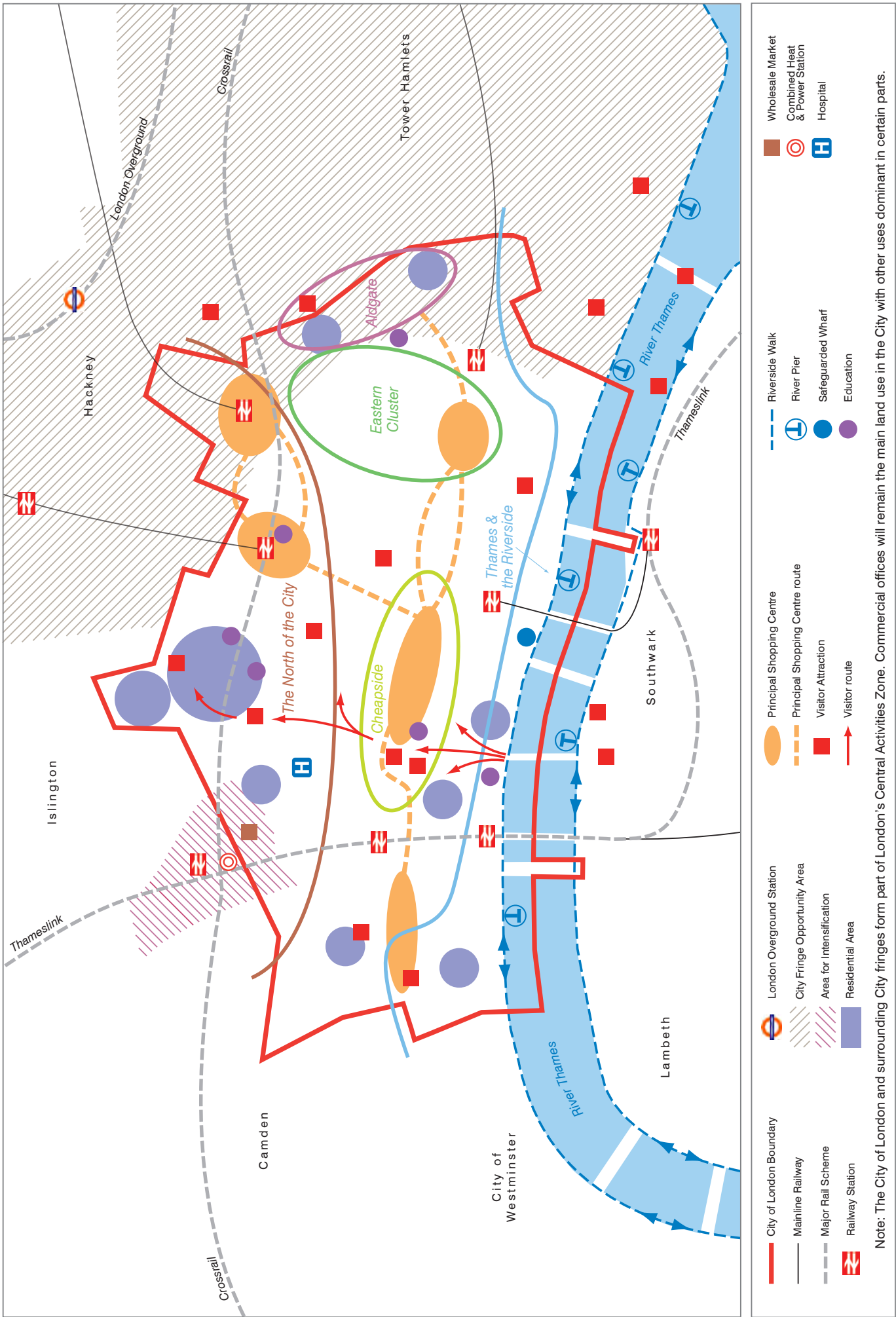
2.7 Although development pressures are felt City-wide, the Key Diagram identifies five key areas (the Key City Places) which face particular challenges over the next 20 years. The Key City Places do not have defined boundaries. The areas shown in Figure 2 and Figures 5–9 are indicative.

- **The North of the City** – addressing the impact of, and accommodating the growth resulting from, Crossrail, whilst maintaining the area's mix of uses and delivering sustainable development.
- **Cheapside and St Paul's** – guiding the delivery of significant increases in retail floorspace and enhancing the area's visitor/cultural offer to restore the area as the City's 'high street'.
- **Eastern Cluster** – providing a clear policy framework to guide business development, particularly tall buildings, whilst ensuring a safe and attractive environment.
- **Aldgate** – promoting social, environmental and business regeneration, particularly centred on the Mansell Street and Middlesex Street residential estates.
- **Thames and the Riverside** – improving vibrancy whilst retaining tranquil areas, promoting environmental improvements, increasing accessibility on land and by river and managing and reducing flood risk.

## VISION AND STRATEGIC OBJECTIVES

2.8 The following pages set out the key challenges facing the City, identifying the City Corporation's vision for how the City should develop over the period to 2026 and beyond, and the strategic objectives for achieving this vision. The vision and strategic objectives reflect the overarching vision and five key themes in The City Together Strategy.





## **A World Financial and Business Centre**

### ***The Challenge....***

The City is the heart of the world's leading international financial, business and maritime centre. It provides a major source of employment for London and its surrounding regions and is a vital asset to the national economy. The City's status as the primary global financial and business centre has strengthened in recent years, although competition is increasing from existing and emerging financial centres, including those in China, India and the Middle East. In addition, the fallout from the recession in 2008/9 and a changing regulatory regime have created global uncertainty and new challenges. The City needs to continue to offer the right business conditions, built environment and infrastructure to allow its financial and business services sector to help the economy to flourish once again and to compete internationally as a global centre of business excellence.

Offices are the major land use in the City and the financial and business services sector is the main office occupier. This office stock will need to increase and improve in quality to meet future business needs. A good supply of high quality, modern and sustainable office accommodation is required to meet the needs of the City's commercial occupiers.

The City cannot function without the provision of adequate utilities, particularly high quality electronic trading and telecommunications facilities, which also place increased demand on electricity supplies. Space for utilities under the City's streets is limited and, while the supply of services is currently adequate, there is a challenge to meet increased demand as the economy grows whilst at the same time adapting to a low carbon economy.

The City is a safe place to live and work, but must recognise and address increasing concerns about global security. More locally, growth in the night-time economy is leading to concerns about anti-social behaviour. The challenge is to address these global and local concerns, whilst maintaining an attractive and accessible environment.

## **A World Financial and Business Centre**

### ***The Vision....***

The City will remain the world's leading international financial and business centre and a driver of the national economy, continually innovating and developing new business areas, delivering growth and prosperity for its communities.

The quantity and quality of new development, particularly offices, will keep pace with growing business needs, allowing the continued clustering of businesses that is vital to the City's operation.

The provision of utilities and infrastructure will keep pace with, and anticipate, the demands set by this growth, funded in part by new development.

The City will remain a safe place to work, live and visit. Building design, servicing arrangements and management of the public realm will address wider security threats, whilst effective management of the night-time economy will reduce the potential for anti-social behaviour.



### **STRATEGIC OBJECTIVE 1**

**To maintain the City's position as the world's leading international financial and business centre.**

## **Key City Places**

### ***The Challenge....***

#### ***The North of the City***

The north of the City contains a mix of areas and uses, including residential areas at the Barbican and Golden Lane, each with its own distinctive character. The construction of Crossrail will bring significant change and increased pedestrian flows. Careful planning is essential to retain the character and amenity of individual areas, whilst managing growth.

#### ***Cheapside and St Paul's***

A substantial increase in retail floorspace is under construction which, together with environmental improvements, will restore Cheapside's former position as the City's 'high street.' The challenge is to integrate these improvements with the established visitor attraction at St Paul's Cathedral and visitor flows across the Millennium Bridge.

#### ***Eastern Cluster***

The east of the City has the highest density of business activity in the City and contains a cluster of tall buildings. New tall buildings are expected to be clustered in this area. The resulting significant increase in numbers of people either working in or commuting to this small area will put more pressure on public transport, streets, open spaces and services.

#### ***Aldgate***

This area has significant potential for development but suffers from high traffic levels, pollution and a lack of street activity. Residents living on the Mansell and Middlesex Street Estates have lower levels of employment and poorer health than others in the City. Regeneration is needed to improve the environment and amenities, improve the health and well-being of local residents and provide further development and employment opportunities.

#### ***Thames and the Riverside***

Now that the riverside walk is nearly complete, it is important to exploit fully the riverside's potential to provide recreation and enjoyment. The greater mix of uses requires careful planning to avoid conflict with residential areas at the Temples and around Queenhithe. There is significant potential for increased transport use of the River, making greater use of existing piers for passenger services, the movement of construction materials and demolition waste, and continuing to make full use of Walbrook Wharf for the movement of materials including waste.

## **Key City Places**

### ***The Vision....***

#### **The North of the City**

Passengers will emerge from new Crossrail stations to find a lively variety of restaurants and shops with attractive streetscapes and vistas. Attractive pedestrian routes will link pockets of well designed open space. Progressive building designs and sensitive refurbishments will mean residents, workers and visitors remain in a comfortable and safe environment that has adapted to climate change. Evening and night time activity will be well managed.

#### **Cheapside and St Paul's**

This area will be a vibrant office, retail and cultural destination attracting visitors seven days a week. It will provide a high quality pedestrian environment, including gathering spaces, pocket parks and seating for relaxation which supports the business City. Well signposted walking routes will link Cheapside with its surrounding attractions such as the Museum of London, the Barbican Complex, the Riverside and the Tower of London.

#### **Eastern Cluster**

Office and employment growth will be successfully accommodated by a cluster of attractive, sustainably designed tall buildings, providing an iconic image of London that will help to attract significant global investment. The area will be safe for workers and visitors, with a high quality street scene and environment, improving pedestrian movement and permeability, both within the area and outside to other parts of the City.

#### **Aldgate**

The area will be attractive and vibrant, with a mix of high quality offices, residential, retail, leisure and cultural facilities, catering for residents, workers, students and visitors. The health of residents will be good and they will be able to access training and job opportunities relevant to their needs. The physical environment will be pleasant, with an efficient street layout which minimises congestion and traffic pollution and improves accessibility. Green spaces will be created which enable people to relax and play and trees and green walls will be planted wherever possible.

#### **Thames and the Riverside**

The Thames and its riverside will provide well designed and managed public spaces, ranging from lively and vibrant areas, to areas of relative tranquillity for relaxation and contemplation. Residential, educational, recreational and employment activity will be enhanced by high quality sustainable streetscapes which will address the challenges of climate change. The river will continue to be used for the transport of people and materials, including through the safeguarded Walbrook Wharf. The riverside will be easily accessible from other parts of the City and from the south side of the Thames.

## **STRATEGIC OBJECTIVE 2**

**To ensure that the challenges facing the five Key City Places are met, complementing the core business function of the City, contributing to its unique character and distinguishing it from other global financial districts.**

## **City Culture and Heritage**

### ***The Challenge....***

The City of London as a historical and cultural centre, and the City Corporation as a major sponsor of the arts, make a major contribution to the cultural life of London. The City provides facilities for arts and entertainment of international standing, including the Barbican Complex and the Guildhall School of Music & Drama. It also contains important cultural assets such as the Museum of London, a range of lending and specialist libraries and many churches which contribute to the spiritual life of the City. Alongside these assets are many other leisure facilities, including restaurants, bars and shopping facilities, all of which contribute to the City's attractions. A lively night-time economy is developing and needs to be actively managed.

The Square Mile is the original core from which London developed. It contains a valuable heritage of historic buildings, spaces and areas which make an important contribution to the City's distinctive identity. The City has 26 conservation areas, nearly 600 listed buildings, and is one of the most archaeologically important areas in the country. Further development must not detract from these historic assets and their settings, or adversely affect significant views especially of St Paul's Cathedral and the Tower of London.

The City's townscape combines leading modern architecture with a valuable heritage of historic buildings. Tall buildings within the City are a distinctive element of London's skyline and further tall buildings are likely to be needed to accommodate future growth. Tall buildings should make a positive contribution to the existing character of the City and beyond, by being of high architectural quality and appropriate to their context.

## City Culture and Heritage

### *The Vision....*

The City's arts, cultural, heritage and retail assets will be managed so that it continues to be a cultural and leisure destination for workers, residents and visitors.

World class architecture will continue to add to the City's environment and a high standard of design will be required for all buildings and the public realm, integrating sustainability into the construction and operation of buildings and spaces and delivering environmental improvements across the City. Further tall buildings will be allowed where they can make a positive contribution to their surroundings and the skyline, particularly adding to the tall building cluster in the east of the City.

The City's rich architectural and archaeological heritage will continue to be conserved or enhanced. New development will enhance the City's character and add value to the wider character and quality of London, whilst respecting the setting of St Paul's Cathedral and the Tower of London.

The City will offer equality of opportunity, accessibility and involvement so that everyone will have the chance to benefit from the many opportunities and facilities it offers. The City will be designed so that buildings, streets and spaces are functional, inclusive, interesting and legible, which will allow its diverse communities to enjoy the City to its fullest.

## STRATEGIC OBJECTIVE 3

**To promote a high quality of architecture and street scene appropriate to the City's position at the historic core of London, complementing and integrating the City's heritage assets and supporting the continued development of the City as a cultural destination for its own communities and visitors.**

## **Environmental Sustainability**

### ***The Challenge....***

The City is a heavy user of natural resources, especially energy. Its contribution to climate change needs to be minimised and measures are required to adapt to the inevitable consequences of climate change, such as increased temperatures. The City suffers from poor air quality, although much of the pollution originates outside the City, and its causes must be addressed strategically.

The City produces large quantities of waste, most of which is generated by City businesses and collected by private contractors. Waste collected by the City Corporation is currently sorted and partly recycled before transport by river barges from Walbrook Wharf. Although recycling rates have increased, the City's high density and the lack of space for sorting and processing make recycling and waste management a difficult challenge.

The City has the highest density of public transport provision in Britain. Over 90% of the City's workers commute by public transport. Additional capacity will be needed to accommodate future employment growth. Improvements to existing services are producing some additional capacity and Crossrail will deliver a significant improvement after 2018.

Within the City most movement is on foot. Although the congestion charge has reduced road traffic during the day, many City streets are still busy and pedestrians are confined to narrow footways. As the workforce and population grow, more space will be needed for pedestrians and more facilities required for safer and responsible cycling, whilst retaining road capacity for those who depend on motor vehicle access.

Most of the City is built on high ground and is at relatively low risk from flooding from the Thames or along the course of the former River Fleet. There is normally sufficient capacity within the sewer system to deal with rainfall, although in periods of heavy rain sewers can overflow directly into the Thames causing pollution. There is also some risk of localised surface flooding in small parts of the City.



## Environmental Sustainability

### *The Vision....*

Buildings will be highly sustainable, designed to minimise their impact on climate change, provide appropriate mitigation and be adaptable to its effects. Buildings will use resources more efficiently through passive design, combined cooling, heat and power networks, renewable energy, sustainable waste management and sustainable urban drainage.

The risk of flooding will be minimised by the incorporation of measures to reduce run-off and increase rain water recycling. The Thames Tunnel will be constructed as a means of greatly reducing storm discharges from the combined sewer system and improving the quality of the water in the River Thames.

Businesses and residents will reduce the amount of waste they produce and will increase the proportion of waste they recycle. A greater proportion of construction waste will be recycled in situ. Walbrook Wharf will continue to provide a facility for transferring materials, including waste, by river barge thereby reducing lorry traffic in London.

More sustainable travel patterns and modes of transport will be promoted and public transport capacity increased, principally through improvements to the Thameslink service and construction of Crossrail. The City's streets will be managed to improve conditions for pedestrians and cyclists, while providing for essential private vehicle movements. Maximum use will be made of the River Thames to transport materials including construction and demolition materials, waste, freight and general goods. Greater use will be made of piers on the River Thames for the transport of passengers.

## STRATEGIC OBJECTIVE 4

To ensure that the City of London remains at the forefront of action in response to climate change and other sustainability challenges that face high density urban environments, aiming to achieve national and international recognition for its sustainability initiatives.

## **City Communities**

### ***The Challenge....***

The City has a diverse range of communities: business, workers, residents, students and visitors, each with different needs. Providing for all these needs in such a small area is unrealistic so choices will need to be made and partnership working will be needed for appropriate provision.

The City has many, mainly small, open spaces and many indoor recreation facilities, most of them private. All are heavily used and the growth in the City's workforce and residential population will put even greater demands on them.

Retailing is an important amenity for workers, residents and visitors, although the quantity and quality on offer does not meet aspirations, and much is scattered across the City. Increasing the range and concentration of facilities will allow workers and residents to shop and relax near their place of work or home.

The City's residential population is small but growing and most housing is concentrated around the City fringes. Twenty-four hour business activity and high demand for office space mean that many areas are not suitable for residential development. Housing is expensive and beyond the means of some who need to live in the City, but the provision of affordable housing within the City is difficult due to the scarcity and cost of land.

The health of residents is generally good, although health inequalities exist with pockets of poor health in the Portsoken and Golden Lane areas. The Index of Multiple Deprivation suggests that the east of the City (Portsoken) is deprived compared to the rest of the City and should be a focus for work to reduce health inequalities within the City. The small size of the residential population means that it is not viable to provide all necessary community services within the City and so some need to be supplied in co-operation with other authorities. Although St. Bartholomew's Hospital is located in the City, it mainly serves regional needs. A particular concern is the need to provide health and community facilities for the large and growing working population.

The City's schools and universities are attended by 29,000 students. The City has one primary school, but no state secondary schools, although the Corporation runs two independent schools in the City, the Guildhall School of Music & Drama and funds academies in neighbouring boroughs. As the residential population and student numbers grow, there will be increased competition for a limited number of places and a greater need for joint working with adjoining boroughs.

**City Communities**

***The Vision....***

The number of open spaces will be increased by encouraging owners of private amenity space to make it available for public access, the use of highways no longer needed for traffic and by the provision of green roofs and roof gardens. Biodiversity will be increased by the incorporation of wildlife-friendly features into open spaces, buildings and the river front.

The quality and quantity of retail facilities will be increased to meet the aspirations of the City's communities and to cope with rising demand. Retail growth will be focused in the five Principal Shopping Centres.

There will be a mix of dwelling types to meet identified needs, located primarily in or near existing residential areas, which will provide a high quality living environment for residents. Housing will continue to be discouraged in locations where it would conflict with the City's business role or provide poor residential amenity. Affordable housing will be achieved on some City sites and more will be provided outside the City, utilising funding generated by development in the City.

The City will have a network of high quality social and community facilities in accessible locations to foster cohesive and healthy communities. Links between the City residents and those of neighbouring boroughs will be strengthened and closer co-operation will provide a stronger sense of community and more efficient services.

The health and well-being of the City's population will be generally good, with improvements in the health of residents in the Portsoken and Golden Lane areas. Partnership working will effectively tackle the wider causes of poor health by promoting the recreational benefits of a healthy life style, reducing pollution and ensuring access to good quality open spaces and recreational opportunities.

The City's higher education institutions will continue to enjoy an international reputation for excellence. The City will work with partners to ensure high quality training and learning opportunities are accessible to all. City and City fringe residents will develop the skills needed to enter careers in the City and benefit from the City's prosperity.

**STRATEGIC OBJECTIVE 5**

**To ensure the provision of inclusive facilities and services that meet the high expectations of the City's business, resident, student and visitor communities, aiming for continuous improvement in the City's rating in satisfaction and quality of life surveys.**










### 3: Delivery Strategy

The policies that follow form the strategy for delivering the Vision and Strategic Objectives set out in Section 2.

They are grouped under the same five themes:

-  **A World Financial and Business Centre**
-  **Key City Places**
-  **City Culture and Heritage**
-  **Environmental Sustainability**
-  **City Communities**



# A WORLD FINANCIAL AND BUSINESS CENTRE

## STRATEGIC OBJECTIVE 1:

To maintain the City's position as the world's leading international **financial and business centre**.

This strategic objective addresses the following themes in The City Together Strategy – achieving a world class city which:

- Is competitive and promotes opportunity;
- Is safer and stronger.

Delivery will be through the implementation of policies:

**CS1: Offices**

**CS2: Utilities Infrastructure**

**CS3: Security and Safety**

**CS4: Planning Contributions**



OFFICES

3.1.1 The City of London is recognised as the world’s leading international financial, business and maritime centre. Maintenance and expansion of this role is important to the national economy, the prosperity of London and surrounding regions. The City’s financial services industry contributes about £42 billion to the UK’s export earnings every year and adds an estimated 8.5% to UK GDP. The City thrives on continued innovation in financial and business services leading to the early identification and development of new markets and investment opportunities. Innovation is facilitated by a concentration of business skills, activities and contacts in or near the City, which gives the City and London an international competitive advantage. Providing additional office floorspace will help strengthen this advantage.

3.1.2 The London Plan supports the development of London as a leading ‘world city’. The City lies within London’s Central Activities Zone (CAZ) where expansion of commercial development is encouraged. Whilst the 2008-2009 recession resulted in job losses, GLA projections suggest that significant growth in the financial and business services sector will return in the medium to longer term. Between 2006 and 2026, projections indicate a growth in total employment

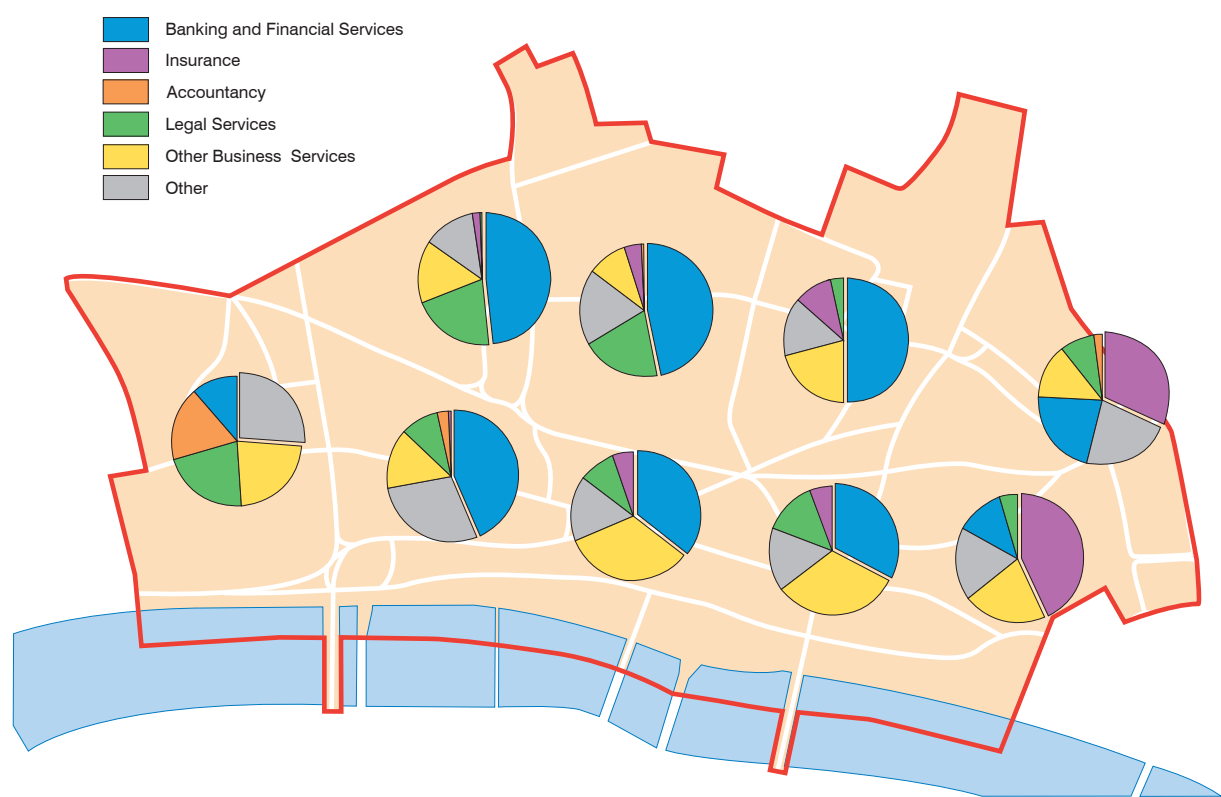


Figure 3: Employment specialisms in the City



in the City of 96,000, of which 67,000 (or 70%) will be office workers. The overall employment growth in the City is nearly 15% of London's total expected employment increase in all sectors over the same period. New and refurbished offices in the City will deliver the additional floorspace needed to sustain this growth, helping to retain, and meet the changing needs of, existing businesses. Policy CS1 indicates the scale of office floorspace required to meet the GLA's projected employment growth over the period to 2026 in 5 year periods and will be applied flexibly.

3.1.3 The London Plan encourages the provision of mixed use office and housing development within the Central Activities Zone. The City of London, however, is identified as a strategically important globally-orientated financial and business services centre where the emphasis should be the provision of new and refurbished office floorspace. To sustain this cluster, a mix of office and other appropriate commercial uses will be encouraged. In addition, the London Plan supports the use of land use swaps and housing credits, which will deliver new housing within existing residential clusters inside the City and on appropriate sites outside the City.

3.1.4 Offices are the predominant land use in the City, providing approximately 70% of all floorspace and 80% of total employment, although there are areas where other uses such as retailing and housing are locally dominant. Table 2.3 shows the anticipated distribution of office development highlighting that the Eastern Cluster will be the main focus for offices, with 50-60% of growth planned to take place in the area. The North of the City will also see significant office growth (10-20% of the total), with the remaining growth distributed across other parts of the City.

3.1.5 The City contains a number of specialist business clusters within the broad definition of financial and business services (see Fig. 3). International financial and wholesale banking services have spread out from their established concentrations in the centre and east of the City near the Bank of England to other areas such as Bishopsgate, Broadgate, Fleet Street and Newgate Street. The maritime and insurance sector is concentrated in the east of the City, centred on the Lloyds insurance market. Legal and accounting services dominate the business services sector in the City and are largely clustered in the west of the City close to the Law Courts. Future office developments across the City will provide scope to reinforce these specialist clusters and to strengthen the overall 'critical mass' of the City as a hub of financial and business services.

3.1.6 All types of office development need to be appropriate to the existing context and should not cause undue harm to the City's historic environment. It is important that the assembly of large sites is undertaken sensitively to avoid inappropriate loss of historic urban grain or street patterns.

## Policy CS1: Offices

To ensure the City of London provides additional office development of the highest quality to meet demand from long term employment growth and strengthen the beneficial cluster of activities found in and near the City that contribute to London's role as the world's leading international financial and business centre, by:

1. Increasing the City's office floorspace stock by 1,150,000m<sup>2</sup> gross during the period 2011–2026 to meet the needs of projected long term economic and employment growth, phased as follows:

2011 – 2016: 650,000m<sup>2</sup>

2016 – 2021: 250,000m<sup>2</sup>

2021 – 2026: 250,000m<sup>2</sup>

A pipeline of at least 750,000m<sup>2</sup> gross office floorspace with planning permission but not yet commenced will be maintained to provide office occupier choice.

2. Encouraging the assembly and development of large sites, where appropriate, to meet the accommodation needs of the City's biggest occupiers, protecting potential large office sites from piecemeal development and resisting development that would jeopardise the future assembly and delivery of large sites.
3. Encouraging the supply of a range of high quality office accommodation to meet the varied needs of City office occupiers.
4. Promoting inward investment and encouraging developers and businesses to invest and locate in the City.
5. Managing short-term over supply in the office market through a flexible approach to alternative temporary uses for vacant offices and sites, where such uses would not prejudice the eventual return of the site to office use.



Who will deliver		
How we will make it happen	Who	When
<p><b>Meeting occupiers' needs</b></p> <p>Development management, compulsory purchase powers, land ownership and joint working with developers to assist in site assembly, where appropriate. To ensure office floorspace targets are met, to protect large sites (generally over 50,000m<sup>2</sup> gross and single floorplates up to 5,000m<sup>2</sup>) from piecemeal development and to provide a range of premises suitable for small and medium sized businesses. A 'plan, monitor, manage' approach to office development will be taken, assessing schemes on their merits. Further guidance will be set out in the Development Management DPD.</p>	City Corporation- Developers - Landowners	<p>Ongoing</p> <p>2012</p>
<p><b>Office renewal</b></p> <p>Delivery of new office floorspace through speculative or commissioned development, including through new tall buildings.</p>	Developers - Occupiers	Ongoing
<p><b>Inward investment</b></p> <p>Assistance to developers in meeting the needs of new and existing City occupiers.</p> <p>Promotion of the City and encouraging inward investment.</p>	<p>City Corporation: City Property Advisory Team (CPAT)</p> <p>City Corporation: Economic Development Office</p>	<p>Ongoing</p> <p>Ongoing</p>

## SUPPORTING EVIDENCE

- The Importance of Wholesale Financial Services to the EU Economy 2009  
*London Economics for the City of London* 2009
- London's Place in the UK Economy 2009-2010 *LSE for the City of London* 2009
- London's Economic Outlook *GLA Economics* 2009
- The Economic Outlook for London *Oxford Economics* 6 monthly
- Workforce Info *City of London* 2006
- Employment Info *City of London* Annual
- Development Info *City of London* 6 monthly
- Development Schedules – Offices *City of London* 6 monthly
- City Agents' Quarterly Office Demand Survey *Experian for the City of London*  
Quarterly
- London Office Policy Review 2009 *Ramidus Consulting & Roger Tym and  
Partners for the Mayor of London* 2009
- Working Paper 39: Borough Employment Projections to 2031 *Greater London  
Authority* 2009
- City of London Office Evidence Paper *City of London* 2011

3.1.7 The Sustainability Appraisal found that this policy is expected to have beneficial impacts locally against social objectives and nationally against economic objectives, but could result in regionally negative environmental impacts. Potential direct impacts on the historic street pattern, transport systems and secondary impacts arising from those systems, as well as potential impacts on climate change drivers and the use of resources e.g. water and waste arisings from offices. Mitigation measures are included in the Core Strategy to maintain or improve water and air quality, biodiversity and the historic environment and reduce overall resource use for increased office development.

## **RISK MANAGEMENT**

3.1.8 The office floorspace targets reflect GLA (2009) triangulated employment projections that expect most growth during the decade 2006-2016. These are based on current trends, site capacity and transport accessibility. The London Office Policy Review (2009) develops these into linear projections on office-based employment, from which the City's office floorspace targets are derived. The City Corporation is confident that it can meet most of the 2011-2016 target from developments currently under construction. Fluctuations in the economic cycle mean that there may be periodic short-term over supply of offices and higher vacancy rates. This is addressed through a flexible approach to temporary changes of use of office buildings and sites while protecting the long term potential of prime sites. The Development Management DPD will provide detailed policy guidance to ensure that temporary accommodation can be returned to office use.

3.1.9 Projected long-term office and employment growth will require improvements in the quality and capacity of public transport infrastructure. The City Corporation considers that short to medium term needs can be addressed by planned improvements to the capacity and management of the underground network and the significant enhancement to Thameslink. Longer term needs will be addressed by the development and opening of Crossrail. If Crossrail is delayed significantly beyond its scheduled opening in 2018 then a review of the Core Strategy may be needed in the longer term to take account of the potential impact on the ability of the City to absorb additional employment-generating development.

3.10 Technological and social changes may provide further opportunities for working at home that may reduce the demand for office floorspace in some secondary locations. The City thrives on face-to-face meetings, informal networks and team working and there is no indication that this will change significantly in future, suggesting that more flexible working patterns will have a limited impact on future office requirements. Demand for offices will be kept under review.

## **MONITORING**

3.11 Key monitoring indicators are:

- Office floorspace permitted, under construction and completed annually
- Number of employees
- Property satisfaction survey

## UTILITIES INFRASTRUCTURE

3.2.1 The City relies on a range of utilities to function as a global financial and business centre and to meet the needs of its varied communities. Electricity, telecommunications, water, gas and heating and cooling via the Combined Cooling Heating and Power (CCHP) network are of particular importance. There are specific challenges to providing the infrastructure needed to support existing activity in the City and provide the infrastructure necessary to deliver the office, retail and housing growth envisaged in the period to 2026:

- The dense concentration of businesses means that high demand is concentrated in a restricted geographical area;
- There is a legacy of congested cable routes under the City's streets;
- Delivery of new infrastructure and improvements to existing networks could result in disruption to businesses, residents and visitors;
- Energy demands are increasing, particularly to provide air conditioning to buildings to counter increased warming due to climate change, and to deliver the upgraded ICT networks required by the financial services sector- possibly including the provision of data centres.

3.2.2 Pipe subways under streets accommodate gas and water mains and electricity and telecommunications cables more efficiently than simply burying pipes and cables in the ground. There are several existing pipe subways in the City and the potential for constructing more is being investigated to provide greater capacity for pipes and cables, whilst reducing the need for disruptive street works in the future.

3.2.3 The City Corporation has strong links with the various infrastructure providers that service the City, including Thames Water, UK Power Networks, National Grid (Gas), Citigen CCHP station and BT Openreach. The continuation of this co-operative working relationship is key to ensuring delivery of this policy. Developers, landowners and building occupants also have a role to play in demand management, early engagement with utility providers and co-operative working to avoid disruption.

3.2.4 Further information on planned and necessary infrastructure improvements is set out in the City of London Infrastructure Delivery Plan.

Policy CS2: Utilities Infrastructure

To co-ordinate and facilitate infrastructure planning and delivery to ensure that the functioning and growth of the City’s business, resident, student and visitor communities is not limited by provision of utilities and telecommunications infrastructure, by:

- 1. Minimising the demand for power, water and utility services, requiring that demand management measures are incorporated within all development.
- 2. Encouraging early engagement between developers and infrastructure providers to identify the infrastructure needs arising from new development and ensuring that these are addressed through building design and utility networks and connections in time to serve the proposed development.
- 3. Protecting existing essential utilities and telecommunications infrastructure from development unless it is no longer required or will be adequately relocated.
- 4. Working with infrastructure providers to minimise disruption to highways and businesses during major infrastructure upgrades and pipe subway construction.
- 5. Promoting the provision and use of pipe subways, particularly in areas where there is extreme pipe and cable congestion under the streets.

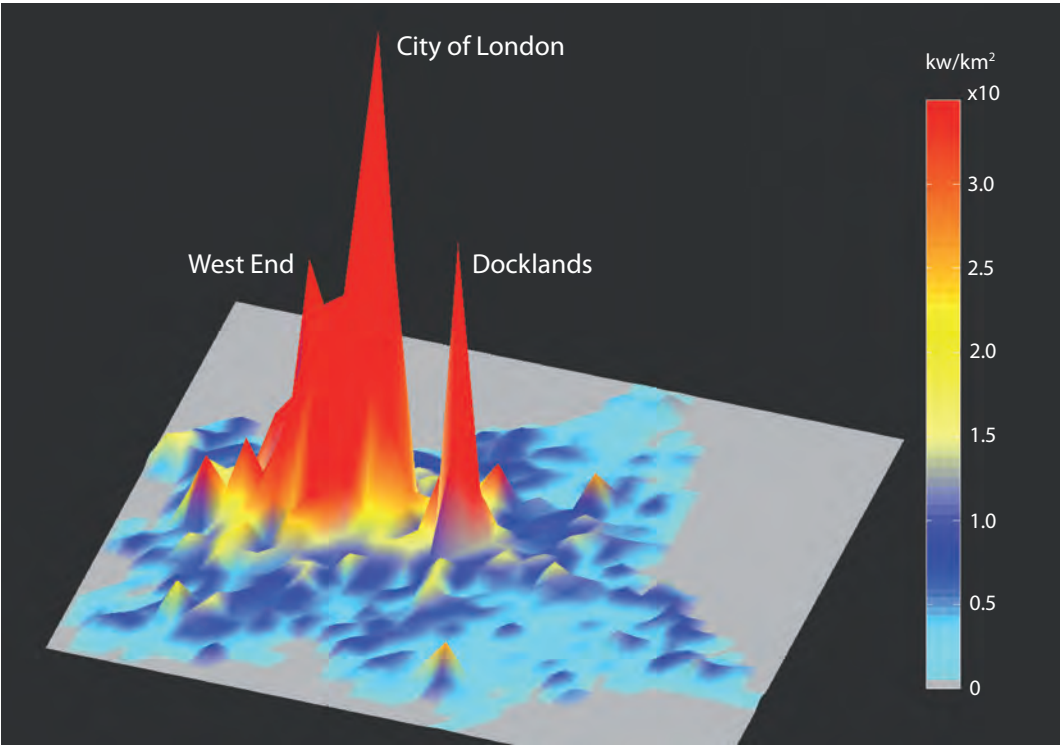


Figure 4: Electricity demand in London





### **SUPPORTING EVIDENCE**

- Central London Infrastructure Study *URS for Central London Forward 2009*
- An assessment of the City's ICT Infrastructure *SAMI Consulting for City of London 2009*
- Energy Trends Data *Department of Energy and Climate Change (DECC) 2005 - 2007*

3.2.5 The Sustainability Appraisal concluded that this policy would have positive impacts when assessed against the environmental and economic objectives and was unlikely to influence the social objectives significantly.

### **RISK MANAGEMENT**

3.2.6 Fluctuations in the economic cycle may reduce funding for infrastructure upgrades but will also impact on the need to expand infrastructure. The City Corporation will consider the demand for, and funding of, infrastructure improvements through the Infrastructure Delivery Plan, prioritising funds where necessary.

3.2.7 Climate change could alter demand patterns. For example, greater need for air conditioning in summer months would create more demand for electricity. The policy addresses this by requiring sustainable building designs.

3.2.8 Changing business practices, e.g. use of data centres, or changes in the City's business mix may impact on the level of utilities required and the spatial distribution of demand and supply. Continued monitoring of trends will highlight any issues in this respect, identifying any need to review Policy CS2 or the Infrastructure Delivery Plan.

### **MONITORING**

3.2.9 Key monitoring indicators are:

- DECC high level energy trends data
- The City of London Survey of Businesses and Strategic Infrastructure Plan update
- City of London highways disruption indicator



## SECURITY AND SAFETY

3.3.1 The City is a safe place to live, work and visit, with low rates of crime. Ensuring the City remains safe and secure is paramount to promoting confidence in the City as a place to do business. As the world's leading international financial and business centre, addressing potential risks from economic crime and terrorism is of critical importance. The City has its own police force which enables it to focus on the priorities relevant to the City's circumstances, including:

- Economic crime, including mortgage and bank fraud, identity fraud, insider fraud, credit card fraud;
- Money laundering;
- Anti-social behaviour associated with growth of the night-time economy.

3.3.2 More people are killed or seriously injured through traffic accidents in the City each year than are harmed in violent crime and disorder. Therefore road safety is also a priority.

3.3.3 The City of London Police produces a three-year Local Policing Plan, which is updated annually to address changing local priorities. The annual Safer City Partnership Plan highlights six priorities for maintaining and improving the City's security: countering terrorism; economic crime; protecting people against crime; protecting vulnerable people; the night-time economy; and anti-social behaviour. A range of initiatives are used to deliver these priorities, including: Safety Thirst, Ward Policing, Taxi Marshalling Scheme, Strategic Youth Forum, Young City Safe Scheme, Controlled Drinking Zones, Alcohol Strategy and Domestic Violence DVD. In addition, the City's Statement of Licensing Policy provides guidance in determining applications for drinking establishments and other licensed premises.

3.3.4 There have been concerns about aspects of the night-time economy in the City, particularly related to anti-social behaviour, with a number of hotspots around the City. The City's Statement of Licensing Policy deals with applications for new licences, applications to vary existing licences and applications to review licences.

3.3.5 The City is also home to the Central Criminal Court at the Old Bailey.



### Policy CS3: Security and Safety

To ensure that the City is secure from crime, disorder and terrorism, has safe systems of transport and is designed and managed to satisfactorily accommodate large numbers of people, thereby increasing public and corporate confidence in the City's role as the world's leading international financial and business centre, by:

1. Ensuring that the dense network of buildings and spaces, including the activities they contain, is designed to be safe, minimising the potential for crime and anti-social behaviour and providing for a mix of uses and natural surveillance of streets and spaces.
2. Proactively managing the night-time economy to minimise disturbance to residents and workers.
3. Implementing measures to enhance the collective security of the City against terrorist threats, applying security measures to broad areas such as the Traffic and Environmental Zone, major development schemes, or to the City as a whole.
4. Ensuring that security and safety measures are of an appropriate high quality design.
5. Developing area-based approaches to implementing security measures where a number of large developments are planned or are taking place at the same time, and in locations where occupiers have requested collective security measures. The character and distinctiveness of these areas needs to be taken into account in assessing their suitability for security measures.
6. Promoting business continuity measures to ensure that businesses have the opportunity to recover quickly from terrorist attacks.
7. Ensuring that transport systems help resolve conflicts between the high and growing volume of pedestrians and other road users, by considering safety within the design of routes, stops, stations and interchanges and creating more traffic-free and traffic-calmed areas for pedestrians and cyclists. Measures should contribute to an attractive public realm and will need to be self-enforcing and not rely unduly on police resources.

Who will deliver		
How we will make it happen	Who	When
<b>Crime and safety</b> Joint working with the Crime Prevention Design Advisor and prospective developers. Providing advice and guidance to businesses and residents increasing awareness of crime and terrorism in the City.  Providing sufficient emergency service resources to cope with the projected increase in workers, residents and visitors. Maintaining the Central Criminal Court within the City at the Old Bailey. Requiring design and access statements, delivering improved street lighting strategies, traffic and street management and CCTV networks. Implementing the licensing objectives of the Statement of Licensing Policy (SLP).  Supporting licensees in reducing anti-social behaviour. Managing parking associated with the night-time economy, to prevent disturbance to residents and to address a potential security risk. Implementing the recommendations of the Safer City Partnership thematic groups, covering: <ul style="list-style-type: none"> <li>• Night time economy</li> <li>• Anti-social behaviour</li> <li>• Counter terrorism</li> <li>• Vulnerable people</li> </ul>	City Corporation- Developers- Crime Prevention Association- City of London Police- HM Court Service  Emergency services  City Corporation- HM Court Service  City Corporation- Developers  City Corporation - City of London Police  City Corporation - City of London Police  Safer City Partnership	Ongoing  Ongoing  Ongoing  Ongoing  SLP Adopted 2011. Reviewed every 3 years  2009–12 To be reviewed in 2012.
<b>Terrorism</b> Requiring design and access statements incorporating managed access schemes.  Implementation of collective security measures, especially in the Traffic and Environmental Zone. Mobile phone and SMS alert systems related to terrorism.	City Corporation- Developers- Building occupiers- City of London Police	Ongoing

Business continuity support and assistance to businesses, e.g. through Project Argus and Project Griffin.	City Corporation- City of London Police- Heads of security in major international businesses	Ongoing
Co-ordinating support in areas of emergency planning and resilience.	Central London Resilience Forum	Ongoing
Environmental enhancement initiatives, including restricted vehicular access gates (to control motor vehicle access whilst maintaining pedestrian and cycle permeability), timed management of service vehicles and local traffic management schemes.	City Corporation	Review of environmental enhancement strategies every 5 years
Providing security advice to medium to large businesses.	Security Advice Unit (SAU): comprises representatives of the City Police and the City Corporation	Ongoing
<b>Transport safety</b> Ensuring public highways and other spaces are designed and managed to help reduce crime and disorder, and improve transport security.	City Corporation- Safer City Partnership	Ongoing
Partnership working with transport providers and others to maximise public transport safety, encouraging greater staff presence at platforms, stations and on public transport.	City Corporation- TfL- Network Rail- Train operating companies- Port of London Authority- British Transport Police- Neighbouring boroughs	Ongoing
Implementing traffic management measures, including traffic-free and traffic-calmed areas, and taking account of the increase in cycle use, including that resulting from the Mayor's cycle hire scheme.	City Corporation- TfL	Ongoing

## **SUPPORTING EVIDENCE**

- Crowded Places: The Planning System & Counter Terrorism *Home Office/CLG* 2010
- Safer City Partnership Plan 2009–2012: Working Together For a Safer City *City of London Safer City Partnership* 2009
- City of London Police Local Policing Plan 2010–2013 *City of London Police* 2010
- City of London Corporation Licensing Act 2003: Statement of Licensing Policy *City of London* 2011

3.3.6 The Sustainability Appraisal notes that this policy is expected to have beneficial impacts locally and nationally against the relevant social, environmental and economic objectives.

## **RISK MANAGEMENT**

3.3.7 The City continues to be at risk from terrorism. The terrorist threat is unpredictable and an attack could have significant consequences for the City. The City Corporation will seek to ensure, through partnership working, that the most effective counter-terrorism measures are maintained within the City and plans are put in place to ensure business continuity. These measures will be kept under continual review to ensure the safety of businesses, residents and visitors.

## **MONITORING**

3.3.8 Key monitoring indicators are:

### **Crime and safety / terrorism**

- To produce an annual Safer City Partnership plan
- Protection against Terrorist Attacks

### **Transport safety**

- Pedestrian crossings fully accessible to the public
- Road Traffic Casualty Indicator (LIP)
- Cycle parking for commuters



## PLANNING CONTRIBUTIONS

3.4.1 The City Corporation imposes conditions on planning permissions and seeks planning obligations (also known as S106 agreements) from developers, to secure the best use of land and a properly planned environment in the City. S106 agreements are legal agreements linked to planning permissions that regulate the way a development is undertaken and are used where it is not possible to regulate the permission by means of a condition. They may be in the form of in-kind benefits, or a financial contribution, and may be used to prescribe the nature of a development, compensate for loss or damage created by a development, or mitigate the impacts associated with the development. The Government's current approach to planning obligations is set out in Circular 05/2005, as amended by the Community Infrastructure Levy Regulations, 2010 and 2011. Under this guidance, a planning obligation may only constitute a reason for granting permission if the planning obligation is:

- i) necessary to make the development acceptable in planning terms;
- ii) directly related to the development; and
- iii) fairly and reasonably related in scale and kind to the development.

3.4.2 The compact nature of the City and the intensification of development and employment place demands on the City's services, infrastructure and environment. The City Corporation attaches planning conditions and negotiates planning obligations with developers to mitigate the impact of these demands. The nature and level of any contribution sought takes account of the demands created by the development concerned, existing levels of provision within the City, the City Corporation's priorities and the impact of the obligation upon the viability of the development proposed.

3.4.3 The scale and type of benefits sought must be related to the demands created by the development. Large developments have effects that spread beyond the immediate site, creating demand for labour, transport, housing and amenities, and they have an impact on the wider environment. Some of these effects may be mitigated by the direct provision of infrastructure or services by a developer, others may require a financial contribution. Where a financial contribution is sought, it may be necessary to pool some contributions in order to address some of the wider development impacts. The pooling of contributions from several planning permissions to form an investment pot is particularly relevant to the provision of affordable housing, training and local community facilities. Increasingly, infrastructure and environmental improvements are being delivered through area-based improvement strategies and it is intended that, where feasible, planning contributions in the City will contribute towards the delivery of these area based improvement strategies.

3.4.4 While planning obligations in the City are principally sought from office-led commercial development, other forms of development will also be expected to make a contribution. Contributions towards affordable housing will be sought from both commercial and residential development.

3.4.5 In determining priorities, the City Corporation has had regard to the regional priorities set out by the Mayor in the London Plan, including the provision of additional funding to assist delivery of Crossrail.



- 3.4.6 The 2008 Planning Act sets out the legislative basis for the Community Infrastructure Levy, and the enabling regulations came into effect in April 2010. These provide for the setting and collection of a statutory charge levied on development intended to address the infrastructure needs arising out of the implementation of the Local Development Framework. S106 agreements have been retained but will be scaled back to focus on site specific mitigation in line with the three tests outlined in paragraph 3.4.1. The regulations allow for a transition period until 2014, within which s106 agreements can be retained to deliver wider planning benefit, pending the adoption of a Community Infrastructure Levy.
- 3.4.7 Planning contributions under this policy include both S106 agreements and the Community Infrastructure Levy that will replace it in part.

**Policy CS4: Planning Contributions**

**To manage the impact of development, seeking appropriate contributions, having regard to the impact of the contributions on the viability of development, by:**

- 1. Requiring contributions on or off site, in kind, or through financial contributions, which address the City of London’s priorities, including:**
  - (i) local community facilities;
  - (ii) environmental improvements, including street scene improvements;
  - (iii) measures to adapt to climate change or mitigate its impacts;
  - (iv) affordable housing delivery;
  - (v) transport infrastructure and service improvements;
  - (vi) **training, skills provision and local procurement in the City and City Fringe.**
- 2. Requiring qualifying development to make an additional contribution to meeting the costs of Crossrail construction in accordance with the provisions of the London Plan.**

Who will deliver		
How we will make it happen	Who	When
Further policy guidance in Development Management DPD and Planning Contributions SPD	City Corporation	Development Management DPD, 2012 Planning Contributions SPD (date to be confirmed)
Negotiation on individual development proposals	City Corporation- Mayor of London- Development Industry	Ongoing

## **SUPPORTING EVIDENCE**

- Planning Obligations Supplementary Planning Guidance  
*City of London* June 2004
- Supplementary Planning Guidance: Use of Planning Obligations in the  
Funding of Crossrail *Mayor of London* July 2010

3.4.8 The Sustainability Appraisal notes that this policy will result in positive social and environmental impacts. There are possible uncertainties in respect of economic factors due to the costs associated with planning obligations. This is recognised in the policy by ensuring that the scale and nature of the benefits is relevant to the development proposed and to the impact on economic viability.

## **RISK MANAGEMENT**

3.4.9 The level of development in the City varies with economic cycles. The provision of in-kind benefits, facilities or financial contributions depends on the number and scale of developments and whether outstanding planning permissions are implemented.

3.4.10 Where insufficient funding is provided through S106 agreements, additional sources of funding may be required. The availability of this additional funding will depend upon the priorities attached to proposed schemes by other funding organisations and the availability of funds. In the short to medium term, public sector funding restraint may mean there are insufficient funds for all identified schemes to progress. In these circumstances, the City Corporation will prioritise the allocation of funds so that some schemes can progress.

3.4.11 The introduction of the Community Infrastructure Levy will alter the legal and procedural basis for seeking planning contributions. The publication of further guidance and a replacement to Circular 05/2005 may require a review of the planning contributions policy in the Core Strategy to ensure that policy continues to provide a basis for the provision of contributions and/or a revision of other policies to reflect the changing funding context.

3.4.12 The introduction of planning obligations and Community Infrastructure Levy requirements for Crossrail may impact on the ability to meet City Corporation priorities expressed through this policy. This may require a review of the planning contributions policy or its application in the City through the proposed Development Management DPD or Planning Contributions SPD.

## **MONITORING**

3.4.13 Key monitoring indicators are:

- Amount and distribution (by priority area) of S106 agreements and Community Infrastructure Levy Contributions secured
- Amount of S106 agreements and Community Infrastructure Levy Contributions secured to fund Crossrail



# KEY CITY PLACES

## STRATEGIC OBJECTIVE 2:

**To ensure that the challenges facing the five Key City Places are met, complementing the core business function of the City, contributing to its unique character and distinguishing it from other global financial districts.**

This strategic objective addresses the following themes in The City Together Strategy – achieving a world class city which:

- Is competitive and promotes opportunity;
- Supports our communities;
- Protects, promotes and enhances our environment;
- Is vibrant and culturally rich;
- Is safer and stronger.

Delivery will be through the implementation of policies:

**CS5: The North of the City**

**CS6: Cheapside and St Paul's**

**CS7: Eastern Cluster**

**CS8: Aldgate**

**CS9: Thames and the Riverside**



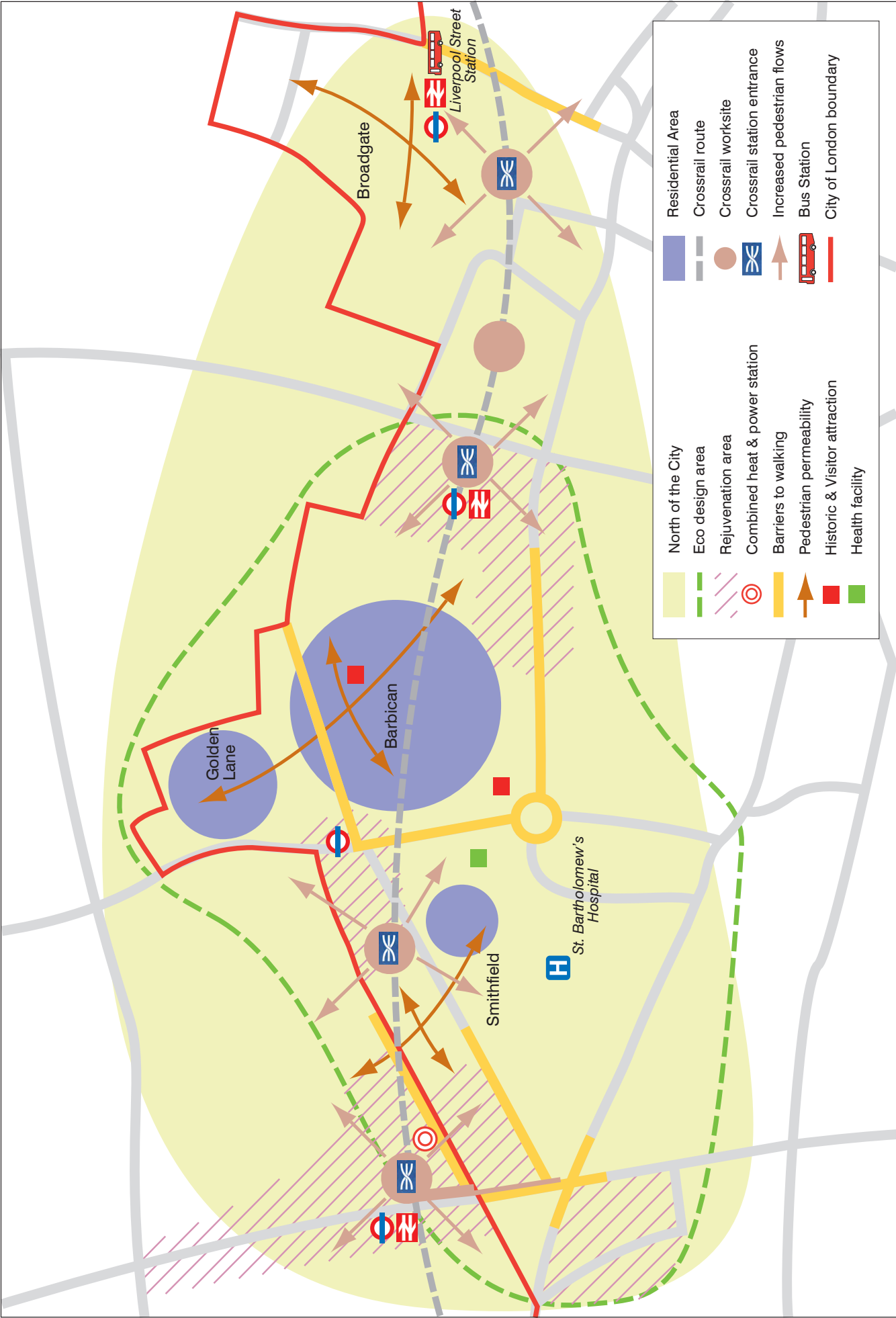


Figure 5: The North of the City

## THE NORTH OF THE CITY

3.5.1 The construction and operation of Crossrail will bring major benefits to the City, but the implications for the northern part of the City will need to be carefully managed so that its full advantages are realised. Two Crossrail stations will be constructed in the City, with entrances at Farringdon, Lindsey Street, Moorgate and Liverpool Street, with works sites around these points and at Finsbury Circus during the construction phase (2010 – 2018). The completion of Crossrail, together with increased capacity of Thameslink services at Farringdon, will increase the area's attractiveness to new development and will result in many more pedestrians walking to and from the Crossrail stations through surrounding areas.

3.5.2 Whilst acknowledging the need for sustainable design throughout the City, this area has the potential to lead the way as an 'eco design' district within the City, capitalising on its mixed use character, improved public transport, low car ownership levels, opportunities for improved cycle infrastructure and the combined heat and power network in the area. Specific challenges include the need to reduce rainwater run-off in critical drainage areas, and climate change mitigation and adaptation, particularly in this area's numerous listed buildings, many of which are residential.

3.5.3 The north of the City contains over 50% of the Square Mile's residential population, with the highest concentration at the Barbican Estate and Golden Lane. Approximately 60 - 70% of new residential development in the City is expected to take place in the north of the City, principally through two major developments within the Barbican residential area (see Table 2.3). The north of the City also contains the Barbican complex, which is Europe's largest multi-arts and conference venue.

3.5.4 The Smithfield area has a distinctive mixed use character with a residential component, dominated by the wholesale meat market but supporting a range of other activities. The market is expected to remain in Smithfield although the General Market building in Farringdon Street is no longer occupied by meat traders. A short distance from the market, redevelopment at St. Bartholomew's Hospital will result in provision of a new cardiac and cancer specialist centre and hospital consolidated onto a single site. The release of surplus buildings presents opportunities for change and particularly for the encouragement of small and medium sized businesses, such as professional consultants. A thriving and expanding night time economy adds to the challenges for the Smithfield area.

3.5.5 The London Plan identifies Farringdon/Smithfield as an Area for Intensification, where opportunities should be taken to accommodate growth in employment of 2,500 jobs and 850 new homes. The City Corporation considers that the majority of this growth should be accommodated in the neighbouring parts of Camden and Islington Boroughs, with some growth within the wider northern and western areas of the City. The area around Bishopsgate is included within the London Plan's City Fringe Opportunity Area, where growth of 70,000 new jobs and 7,000 new homes is proposed in the wider City fringe areas of Islington, Hackney and Tower Hamlets. The City Corporation will work with the Mayor and these neighbouring boroughs to agree appropriate targets for the City as a contribution to meeting these wider targets.

### **Policy CS5: The North of the City**

To ensure that the City benefits from the substantial public transport improvements planned in the north of the City, realising the potential for rejuvenation and “eco design” to complement the sustainable transport infrastructure, by:

1. Ensuring that disruption to the City is minimised during construction of Crossrail and requiring the restoration of worksites to deliver enhancement of biodiversity and the public realm, open space provision and integration with other transport modes.
2. Implementing proposals for the rejuvenation of Farringdon, Moorgate and Holborn jointly with neighbouring boroughs in the Farringdon / Smithfield Area for Intensification, and through the City Fringe Opportunity Area Planning Framework, taking account of urban design studies and area enhancement strategies.
3. Requiring improvements to pedestrian and cycle routes to maintain effective and efficient pedestrian and cycle flows, including for disabled people, within and through the north of the City.
4. Ensuring the retention and improvement of pedestrian permeability and connectivity, at ground and high walk level through large sites such as Smithfield Market, Barbican, Golden Lane and Broadgate, whilst preserving privacy, security and noise abatement for residents and businesses.
5. Identifying and meeting residents' needs in the north of the City, including protection of residential amenity, community facilities and open space.
6. Safeguarding the Citigen combined cooling heating and power (CCHP) network and ensuring that, where feasible, all new development is designed to enable connection to the CCHP network.
7. Requiring the incorporation of sustainable urban drainage solutions, such as green roofs, into development.
8. Requiring developers to make use of innovative design solutions to mitigate and adapt to the impacts of climate change, particularly addressing the challenges posed by heritage assets whilst respecting their architectural and historic significance.
9. Further enhancing the distinctive character of the Smithfield area by retaining a range of buildings suitable for accommodating a mix of uses, whilst recognising the particular challenges arising from the 24 hour character of the area.
10. Recognising and supporting the continued presence of both Smithfield Market and St Bartholomew's Hospital.

Who will deliver		
How we will make it happen	Who	When
<b>Crossrail</b> Joint working with Crossrail Ltd, providing funding and sitting on the Crossrail Planning Forum to ensure the resolution of planning issues associated with Crossrail. Joint working to implement the recommendations of the Mayor's Smithfield/ Farringdon Area for Intensification (AFI) and City Fringe Opportunity Area Planning Framework (OAPF). Details of delivery in the City will be considered through the Development Management DPD	City Corporation- Crossrail Ltd- Mayor of London  Mayor of London- City Corporation- LB Camden- LB Islington- LB Tower Hamlets- LB Hackney	By 2018  Completion of OAPF (to be confirmed) Development Management DPD 2012
<b>Pedestrian movement</b> Implementation of Environmental Enhancement Strategies, informed by Design Studies for Farringdon and Liverpool Street, and partly funded through developer contributions and TfL.	Crossrail Ltd- TfL- City Corporation- Developers	By 2018
<b>Residents</b> Regular liaison with residents' associations in the North of the City regarding local development and community issues.	Residents' associations- City Corporation	Ongoing
<b>Eco design</b> Expansion of the CCHP network in the North of the City to enable more buildings to connect.  Liaison with the London Borough of Islington to ensure that the Charterhouse Street Citigen power station is safeguarded. Requiring developers to demonstrate innovative design through sustainability statements and Design and Access statements.  Detailed requirements will be set out in the Development Management DPD.	Citigen (EON)- London Development Agency- City Corporation-  LB Islington  City Corporation- Developers- English Heritage Environment Agency	In line with Citigen Strategic Review 2010  By 2011  Ongoing  2012



<p><b>Rejuvenation and mixed use</b></p> <p>Use of the Development Management process and environmental enhancement area strategies to rejuvenate key areas and promote mixed uses. Further guidance will be contained in supplementary planning documents.</p> <p>Implementation of the Health Authority strategic plans for St Bartholomew's Hospital.</p> <p>Maintaining the presence of Smithfield Market</p> <p>Implementation of the Safer City Partnership plan "Working together for a Safer City" to provide the framework for balancing the mixed needs of different groups in this area.</p>	<p>City Corporation- Developers- Crossrail Ltd</p> <p>Barts and the London NHS Trust</p> <p>City Corporation</p> <p>Safer City Partnership</p>	<p>By 2018</p> <p>By 2016</p> <p>Ongoing</p> <p>2009-2012 To be reviewed in 2012</p>
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**SUPPORTING EVIDENCE**

- Crossrail Context Report for the City of London *Crossrail* 2009
- Smithfield Conservation Area Character Summary *City of London* 1996
- Barbican and Golden Lane Listed Building Management Guidelines *City of London* 2005 & 2007
- City of London Strategic Flood Risk Assessment *Mouchel for City of London* 2007
- Barbican Street Scene Area Strategy *City of London* 2009
- Draft City Fringe Opportunity Area Planning Framework *Mayor of London* 2009

3.5.6 The Sustainability Appraisal supports the identification of this area and demonstrates the sustainability benefits of considering the impact of Crossrail across the north of the City. Any negative impacts as a result of increased development will be mitigated through Policies CS15 'Sustainable Development and Climate Change' and CS12 'Historic Environment'.

**RISK MANAGEMENT**

3.5.7 Crossrail will produce significant improvements in transport capacity necessary to deliver long term economic growth. The City Corporation considers that short to medium term needs can be addressed by planned improvements to the capacity and management of the underground network and the significant enhancement to Thameslink. If Crossrail is delayed significantly beyond its scheduled opening in 2018 then a review of the Core Strategy may be needed to take account of the potential impact on employment growth.

**MONITORING**

3.5.8 Key monitoring indicators are:

**Crossrail**

- Construction progress considered against published project plans published by Crossrail Ltd

**Pedestrian movement**

- Pedestrian flows around Crossrail stations and across the north of the City
- Number of environmental enhancement projects implemented

**Eco design**

- Number of connections to decentralised energy networks
- Number of green roofs and walls in the north of the City
- BREEAM assessments in the north of the City
- Number of environmental enhancement strategies in progress or completed

**Mixed use**

- Analysis of planning permissions, buildings under construction and completions

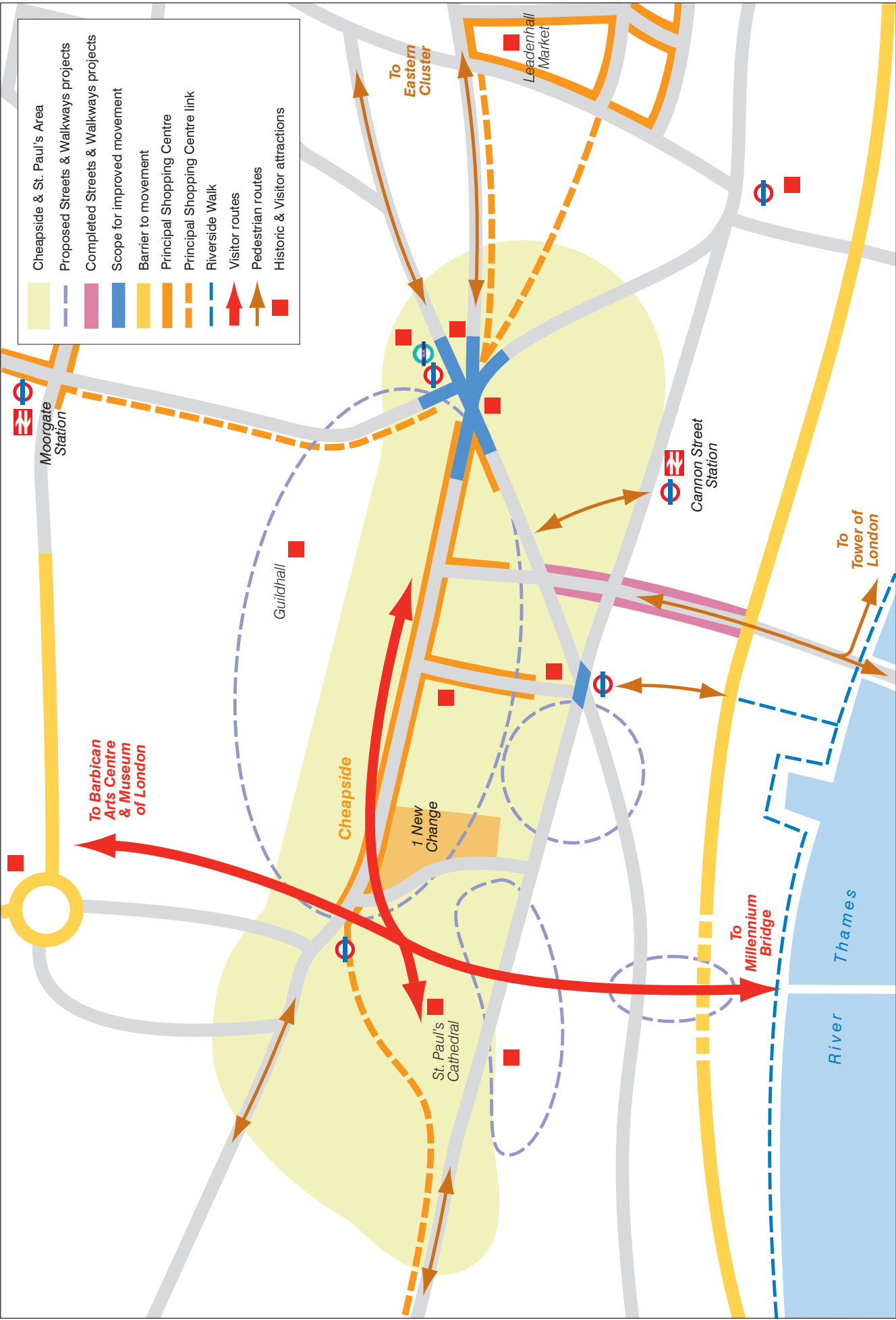


Figure 6: Cheapside and St. Paul's



## CHEAPSIDE AND ST PAUL'S

3.6.1 Cheapside is one of the five Principal Shopping Centres (PSCs) in the City. Although the area has been the City's principal market place and high street since Saxon times, during the twentieth century its position declined as shops were displaced by offices. In recent years there has been a revival with, in 2010, a major increase in the amount of shopping floorspace either under construction or proposed. Much of this growth will be within the One New Change development which, although completed in October 2010, is included within the retail floorspace growth targets set out in Policy CS6. The majority of the remaining floorspace is likely to be completed by 2017. Once completed, Cheapside will provide a critical mass of retailing, while continuing to provide office accommodation on upper floors, making it a major destination for workers, residents and visitors, seven days a week and re-establishing it as the City's High Street.

3.6.2 Alongside new development there is a continuing need for the area to be well managed and promoted in the long term to deliver an attractive retail environment, ensuring future success and providing the potential for further development. The Cheapside Initiative has been established by the City Corporation, as a voluntary partnership including key landowners and developers, to co-ordinate the development and improvement projects and to promote the area and its many attractions.

3.6.3 Some of the City's most prominent visitor and cultural attractions and heritage assets lie within and around the Cheapside area. St Paul's Cathedral stands at the western end of the area and the Royal Exchange at the east, while other attractions, such as the Museum of London and the Barbican complex, are only a short walk away. There is potential to enhance the area's cultural offer and vibrancy, through better promotion, including making better use of existing facilities such as local churches and events such as the Lord Mayor's Show, as well as delivering improved pedestrian links particularly from the Millennium Bridge. The City of London Hotel Study notes that Cheapside and St Paul's would be a suitable location for further hotel provision and that such uses would further increase the vibrancy of the area.

3.6.4 The area has a high level of accessibility by public transport and has the potential to achieve sustainable growth through the efficient use of this infrastructure, together with safer and responsible cycling and improvements to the pedestrian environment. There are high levels of traffic and significant congestion at peak times at Bank Junction, which are identified in the 2010 Retail Study as constraints to growth. In the longer term, improvements will be required to pedestrian, underground and surface transport to ensure a safe, less congested environment.

### **Policy CS6: Cheapside and St Paul's**

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 anti-social behaviour.

Who will deliver		
How we will make it happen	Who	When
<p><b>High quality retailing</b> Joint working to deliver additional retail floorspace and enhance the retail offer in Cheapside.</p> <p>Relevant SPDs on shopping will give further detail on the Cheapside Principal Shopping Centre (PSC).</p> <p>The Development Management DPD will review PSC boundaries.</p>	<p>City Corporation- Cheapside Initiative- Developers- Retailers</p> <p>City Corporation</p> <p>City Corporation</p>	<p>Increase to 114,000 m<sup>2</sup> by 2016</p> <p>2012</p> <p>2012</p>
<p><b>Culture and leisure</b> Using environmental enhancement schemes and signage to improve pedestrian access and promote defined, accessible, routes.</p> <p>Improve visitor information, promotion of attractions and events and identifying priorities for investment and marketing through the Cheapside Initiative Action Plan and Destination Strategy.</p> <p>Establish <i>Cheapside Long Term Delivery Management Group</i> through Cheapside Action Plan.</p>	<p>City Corporation- TfL- Developers- Museum of London- Barbican Complex</p> <p>City Corporation- Cheapside Initiative- Visitor Strategy Group- Key visitor attractions- VisitLondon</p> <p>Cheapside Initiative</p>	<p>Ongoing</p> <p>2015 in accordance with the Action Plan</p> <p>2013</p>
<p><b>Pedestrian environment</b> Deliver pedestrian and cycle improvements through environmental enhancements and area-based strategies, particularly the Cheapside Area Strategy.</p> <p>Promote off-street servicing through securing delivery and servicing plans as part of planning obligations where necessary.</p> <p>Deliver improvements to the Bank junction interchange</p>	<p>City Corporation- TfL- Developers</p> <p>City Corporation- Developers</p> <p>TfL- City Corporation</p>	<p>Major improvements complete by 2012, further improvements ongoing</p> <p>Ongoing</p> <p>2010 - 2021</p>
<p><b>Safety</b> Implementation of the City of London Partnership Plan, the Local Policing Plan and Licensing Policy.</p>	<p>City of London Police</p>	<p>Ongoing</p>

**SUPPORTING EVIDENCE:**

- City of London Retail Study *CBRE* 2006
- City of London Retail Study (Capacity) *Nathaniel Lichfield & Partners for the City of London* 2010
- Cheapside Background Evidence *City of London* 2009
- Cheapside Area Strategy *City of London* 2009
- Cheapside Initiative Action Plan *City of London* 2007
- City of London Hotel Study *Cushman & Wakefield for City of London* 2009

3.6.5 The Sustainability Appraisal notes positive social and economic benefits to developing Cheapside as a retail and cultural destination. Environmental mitigation is required due to increased resource use and waste. This is provided in the relevant thematic policies.

**RISK MANAGEMENT**

3.6.6 Fluctuations in the economic cycle may reduce the funding available from developers to fund and implement environmental, public transport and pedestrian enhancements. Priority will be given to those schemes integral to the delivery of the policy such as the Cheapside Area Strategy. External funding sources will also be investigated.

3.6.7 Fluctuations in the economic cycle could also affect the amount of vacant retail floorspace in the Cheapside area. This will be monitored and if vacancy levels are significantly above the 11% target set in the Monitoring Framework this would trigger a review of the Retailing and Cheapside policies or policies in the Development Management DPD as well as an update of the Cheapside Initiative Action Plan.



## **MONITORING**

3.6.8 Key monitoring indicators are:

### **Retailing**

- Amount of retail floorspace permitted, under construction and completed
- Amount of A1 floorspace fronting Cheapside and Bow Lane
- Accessibility of retail units, including door and step access
- Retail occupancy data

### **Vibrancy and culture**

- Footfall, particularly at weekends
- Number of visitors to tourist attractions in the area
- Number of hotels completed

### **Environment and transport**

- Number of environmental enhancement schemes completed or underway in the area
- Number of cycle racks

### **Safety**

- Number of thefts from shops and persons
- Number of pedal cycle thefts
- Numbers killed and seriously injured in road accidents







Figure 7: Eastern Cluster

EASTERN CLUSTER

3.7.1 In the east of the City a cluster of tall buildings forms a distinctive element in the skyline. This cluster contains the greatest density of businesses and jobs in the Square Mile, principally offices in banking and insurance use, but there are also other land uses, including open spaces and retailing at Leadenhall Market. The Eastern Cluster has potential to accommodate more development and jobs and has fewer constraints on the development of tall buildings. In the future the Eastern Cluster will contain more tall and large buildings and an even larger workforce. Table 2.3 shows that the majority of new office space will be built in the Eastern Cluster, accounting for 50-60% of all projected City office space.

3.7.2 There are a number of key issues for the Eastern Cluster. These include increased demand for large offices and tall buildings, leading to greater demand for vehicle servicing on the street and utilities under the street; greater numbers of commuters walking to work from stations and bus stops, including new Crossrail stations; greater pedestrian movement from the cluster to facilities, particularly retail, elsewhere in the City; and greater security risks, principally terrorism, due to the number of high profile buildings and occupiers and increased numbers of workers.

3.7.3 New tall and large buildings should contribute positively to their surroundings and must not harm the City's environment, including its historic environment. The greatly increased numbers of pedestrians must be provided with safe and attractive walking routes, both within the area and linking to other parts of the City. The growth in the workforce will need to be complemented by improvements to retail and leisure facilities and the improvement of existing, and provision of new, open spaces. The challenge facing the Eastern Cluster is to accommodate the many demands generated by growth while creating a safe, efficient, uncongested and attractive public realm of streets and open spaces.



### **Policy CS7: Eastern Cluster**

**To ensure that the Eastern Cluster can accommodate a significant growth in office floorspace and employment, while balancing the accommodation of tall buildings, transport, public realm and security and spread the benefits to the surrounding areas of the City, by:**

- 1. Increasing the provision of sustainable, energy efficient, attractive, high quality office floorspace in a range of accommodation types, that meet the varied needs of office occupiers and achieve modernisation of office stock.**
- 2. Promoting the Eastern Cluster as a location for inward investment, providing assistance to potential developers, investors and occupiers.**
- 3. Delivering tall buildings on appropriate sites that enhance the overall appearance of the cluster on the skyline and the relationship with the space around them at ground level, while adhering to the principles of sustainable design, conservation of heritage assets and their settings and protected views.**
- 4. Ensuring the safety of businesses, workers, residents and visitors, promoting natural surveillance of buildings, open spaces and streets and protecting against crime and terrorism.**
- 5. Enhancing streets, spaces, and the public realm for pedestrians, providing new open and public spaces where feasible, increasing connectivity with surrounding areas and improving access to facilities and services, particularly in the Cheapside and Aldgate areas and towards the City Fringe.**
- 6. Ensuring the provision of high quality utilities (including CCHP where feasible) and communications infrastructure, encouraging early engagement and joint working between developers and utility providers and maximising the space under the streets, particularly through the use of pipe subways.**
- 7. Delivering improvements to public transport to cope with the demands of the growing numbers of workers and visitors, implementing street and traffic management measures and ensuring that improvements do not compromise the quality of the environment.**



Who will deliver		
How we will make it happen	Who	When
<p><b>Offices</b> Providing guidance and assistance to developers and occupiers seeking to locate and expand in the Eastern Cluster; promoting inward investment, prime sites and opportunities in the City Fringe.</p> <p>Requiring a sustainability statement to ensure that proposals will be sustainable, energy efficient, viable and accessible for all and do not have a negative impact on the historic environment. Further detail will be included in the Development Management DPD.</p>	City Corporation: City Property Advisory Team and Economic Development Office- Developers	Ongoing  2012
<p><b>Tall buildings</b> Guiding tall buildings to appropriate locations and ensuring the highest possible design standard. This will include pre-application discussions, Section 106 agreements, Design &amp; Access Statements and sustainability statements and have regard to the Mayor's LVMF as well as St. Paul's Heights and other local views.</p> <p>The appropriateness of tall buildings should, in particular, be considered against Policies CS12, CS13 and CS14.</p>	City Corporation- Mayor of London- Design Council English Heritage- Historic Royal Palaces- Relevant boroughs- Amenity societies- Developers	Ongoing
<p><b>Security</b> Implement a security-led, area-managed access scheme, including the use of Environmental Traffic Regulation Orders, to guide service vehicles and related traffic, including consideration of hours of operation and impact on pedestrians and residents.</p> <p><b>Public realm</b> Environmental enhancement strategies. Planned schemes include the St. Helens Public Realm Strategy and projects associated with developments at 22-24 Bishopsgate (Pinnacle Tower), 201 Bishopsgate / Broadgate Tower, Lime Street and Tower Gateway.</p>	City Corporation- Developers   City Corporation	By 2021   Review of environmental enhancement strategies every 5 years

Introducing vehicle-free routes within the Cluster, providing limited access to specific vehicles to enhance pedestrian movement and safety. Creating a network of high quality open spaces through the Open Spaces Strategy.		
<b>Utilities</b> Identify and bring forward sites required to meet the demand for the projected growth in the Eastern Cluster, and provide necessary infrastructure to meet demand. Early engagement with developers will include joint identification of suitable major substation sites.	City Corporation: CPAT- Utility and Tele-communications providers- Developers	Ongoing Depends on infrastructure requirements of different businesses
<b>Public transport</b> Implementation of Crossrail and the interchange masterplan including design options for Liverpool Street / Bishopsgate.  Delivery of local transportation enhancements through development management.	Crossrail Ltd- TfL- City Corporation- Developers  City Corporation- Developers	Crossrail by 2018; Masterplan published October 2009 Ongoing

#### SUPPORTING EVIDENCE

- City of London Tall Buildings Evidence Paper *City of London* 2010
- City of London Office Evidence Paper *City of London* 2011
- London View Management Framework Supplementary Planning Guidance *Mayor of London* 2010
- Enhancing the Public Realm in the Eastern City Cluster *Lovejoy for the City of London* 2005
- St Helen's Square and Vicinity – Enhancing the Public Realm *Lovejoy for the City of London* 2007

3.7.4 The Sustainability Appraisal supports the identification of this area and notes that this policy is expected to have beneficial impacts locally against social objectives and nationally against economic objectives. There is uncertainty at a regional scale against environmental objectives, with an increase in resource use and waste production and potential for overcrowding on the transport network, with clustering of buildings potentially adding to the heat-island effect. However this policy does include promotion of sustainable new buildings. Mitigation measures are included in the Core Strategy to improve local water quality, air quality, biodiversity and the historic environment.

**RISK MANAGEMENT**

3.7.5 Economic cycles lead to periods of over and under-supply of office accommodation. This can result in short term delays to development. Policy CS1 seeks to protect large floorplate office sites, while allowing flexibility for alternative temporary uses.

3.7.6 An increased concentration of tall building development in the Eastern Cluster could exacerbate the problem associated with wind turbulence. This will be mitigated by carrying out wind assessments on planning applications and requiring appropriate amendments to be made to schemes or measures to be implemented to eradicate problems.

3.7.7 While security measures are being carefully considered in major schemes in the Eastern Cluster, terrorism is unpredictable. The City will ensure that the most effective counter-terrorism measures are maintained and enhanced throughout the Eastern Cluster.

**MONITORING**

3.7.8 Key monitoring indicators are:

- Number of office schemes permitted, under construction and completed
- Number of tall buildings permitted, under construction and completed
- Compliance with LVMF protected views
- Utilities and communications improvements
- Number of public transport enhancement schemes planned and implemented
- Number of commuters exiting from underground stations within and around the Cluster
- Thefts from a person or a building
- Number of environmental enhancement projects planned and implemented

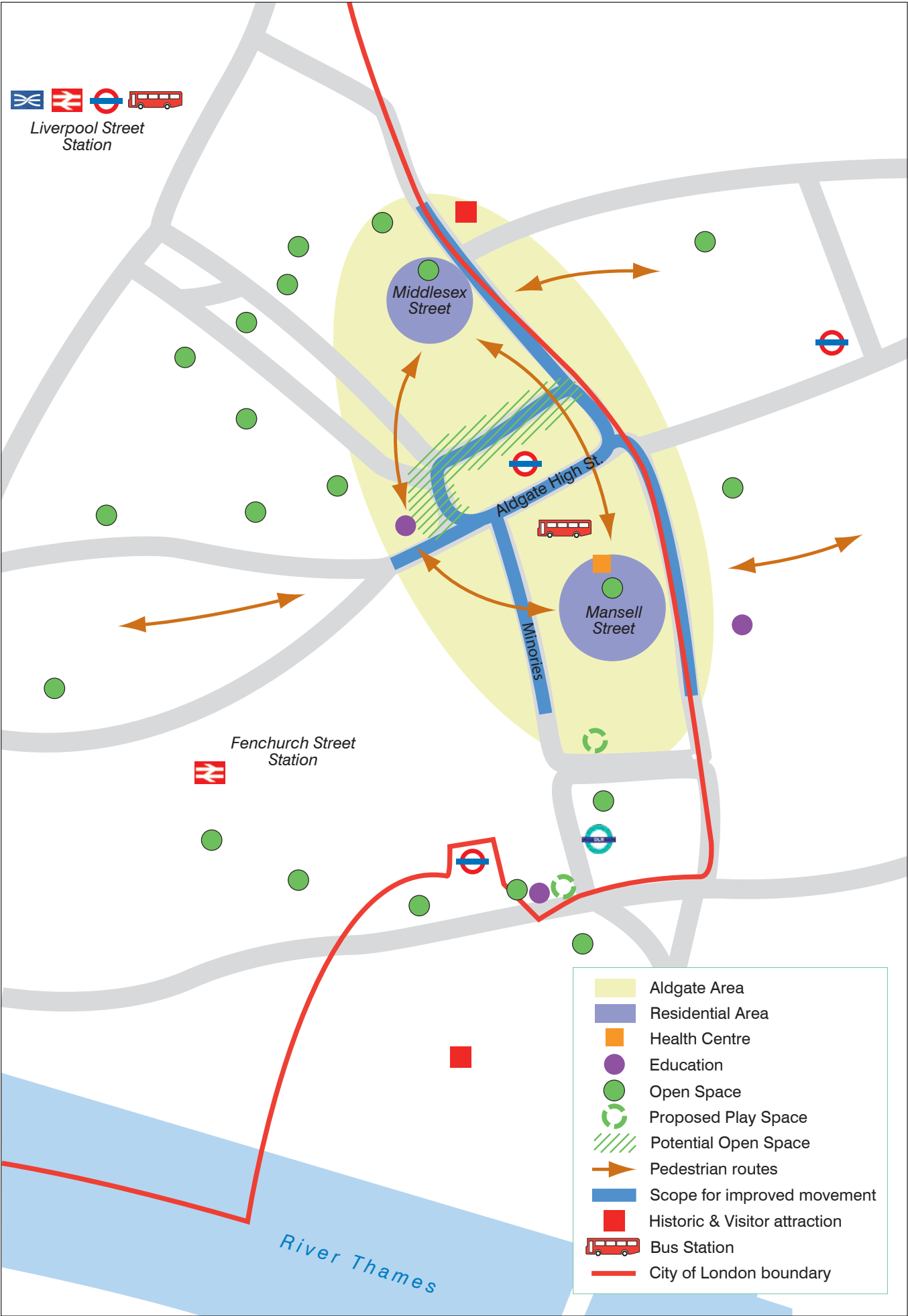


Figure 8: Aldgate area

## ALDGATE

3.8.1 The Aldgate area is positioned between the City's eastern cluster of tall buildings and London's East End. Tower Hamlets, one of the most deprived boroughs in England, adjoins the area. Although there is significant potential for development, environmental concerns, including traffic levels, pollution and a lack of street-level activity, mean that the area is not as attractive for new business investment as other areas of the City. The City Corporation aims to regenerate Aldgate by developing it into a vibrant, safe and distinctive office location, whilst remaining a sustainable place in which to live, work and learn. Residential development will be encouraged in or near to existing residential clusters in the Aldgate area.

3.8.2 Aldgate is home to parts of the London Metropolitan University, two housing estates, Middlesex Street Estate and Mansell Street Estate, and the City's only primary school, Sir John Cass. The area is within walking distance of several major visitor attractions including the Tower of London, Brick Lane, Petticoat Lane Market and Spitalfields Market. The Aldgate area suffers from a lack of publicly accessible open space and has a relatively deprived residential population with poor access to retail facilities, high levels of unemployment, poorer than average standards of health and relatively high numbers of residents who need help to improve language skills. The Aldgate Area is within Portsoken Ward, which is amongst the 25% most deprived areas of the country.

3.8.3 The predominant land use in the Aldgate area is good quality, recently built or refurbished office stock, dating from the 1960s to the 1990s. Although it has experienced limited recent development activity, the Aldgate area is capable of accommodating large-scale office development that can provide space for company headquarters or business support functions, while other sites will be more appropriate for mixed use or residential development. Tall buildings may be appropriate on certain sites.

3.8.4 The City Corporation participates in a number of cross-border partnership programmes which aim to bring lasting social, economic and physical regeneration to the boroughs bordering the City. Future development in Aldgate will depend upon these cross-border initiatives and will need to take account of emerging guidance from the Mayor through the City Fringe Opportunity Area Planning Framework (CFOAPF), and proposals from Tower Hamlets. The draft CFOAPF helps co-ordinate the regeneration strategies of the four local authorities within whose areas the City fringe lies, and is particularly focused on overarching issues such as access, open space, and the scale of buildings, which are central to the area's identity. The London Plan proposes growth of 70,000 new jobs and 7,000 new homes within the City fringe areas of Islington, Hackney and Tower Hamlets. The City will work with the Mayor and these neighbouring boroughs to agree appropriate targets for the City as a contribution towards meeting the wider City fringe targets.

3.8.5 The Aldgate area has benefitted from public realm improvement works that have taken place outside of the City through the Tower Hamlets Aldgate Masterplan, including the replacement of the Aldgate Gyratory with a more pedestrian-friendly street layout, and the new open space at Braham Street.

## **Policy CS8: Aldgate**

**To regenerate the amenities and environment of the Aldgate area for businesses, residents, workers, visitors and students, promoting development and investment, by:**

- 1. Promoting the Aldgate area as an attractive office and residential location to assist in its regeneration.**
- 2. Identifying and meeting residents' needs, particularly on the Middlesex and Mansell Street Estates, utilising a range of funding sources to:**
  - (i) maximise training, education and employment opportunities for residents;**
  - (ii) maximise opportunities for delivering health, community and educational services and facilities for residents;**
  - (iii) create additional publicly accessible open space and additional accessible play space for children;**
  - (iv) encourage local retail facilities.**
- 3. Improving transport connections and pedestrian links, especially between the housing estates and Aldgate Station and Sir John Cass School and between Aldgate and Aldgate East stations:**
  - (i) replacing the Aldgate Gyratory (St. Botolph's section) with a two way street system providing additional public open space;**
  - (ii) improving Aldgate Bus Station to deliver improved access for pedestrians to and from community facilities, housing estates, open spaces and retail facilities;**
  - (iii) improving signage for visitors from Liverpool Street Station to Tower Hill and from Aldgate to Cheapside.**
- 4. Enhancing the public realm of the Aldgate area, its streets and spaces and implementing improvement schemes at Middlesex Street and St. Botolph's House. Identifying opportunities for urban greening schemes, congestion and pollution reduction measures, particularly in the vicinity of Sir John Cass School and Middlesex Street and Mansell Street Estates.**

Who will deliver		
How we will make it happen	Who	When
<p><b>Promoting Aldgate as office location</b> Through a multi-discipline developer partnership, identify opportunities in Aldgate and the Tower Hamlets fringe area.</p> <p>Assistance to individual occupiers and developers looking to locate and invest in the area.</p>	City Corporation- LB Tower Hamlets- Developers	Ongoing
<p><b>Identifying and meeting residents' needs</b> Encouraging small and medium sized business growth and developing employment opportunities through assistance to business and implementation of the Community and Children's Services Business Plan.</p> <p>Providing community facilities through developer contributions.</p> <p>Partnership arrangements to deliver health improvements.</p> <p>Implementing the City of London's Open Space Strategy Five Year Action Plan.</p> <p>Implementing the City of London Play Strategy.</p> <p>Redevelopment of part of Middlesex Street Estate to deliver 23 additional affordable homes, community and leisure facilities.</p> <p>Implementing sustainability improvement schemes on residential estates.</p>	<p>City Corporation</p> <p>City Corporation- Developers</p> <p>City Corporation- LB Tower Hamlets- NHS East London and the City</p> <p>City Corporation- Developers</p> <p>City Corporation</p> <p>City Corporation</p> <p>City Corporation</p>	<p>Ongoing advice: Business plan 2010-2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>By 2013</p> <p>By 2011</p> <p>Completion 2012</p> <p>When funding available</p>
<p><b>Improving connections and linkages</b> Using developer contributions to fund pedestrian improvements.</p> <p>Implementing the City Fringe Opportunity Area Strategic Connection 4.</p> <p>Delivering transport improvements through joint working and the provisions of the Local Implementation Plan.</p>	<p>City Corporation- Developers</p> <p>City Corporation- Mayor of London</p> <p>City Corporation- TfL- LB Tower Hamlets- Developers</p>	<p>Ongoing</p> <p>City Fringe Opportunity Area Framework – Draft in preparation 2009</p> <p>Ongoing</p>



Implementing the Sir John Cass School Travel Plan.	City Corporation- St John Cass School	
<b>Opportunities to enhance the public realm</b> Environmental enhancement strategies, City Fringe Opportunity Area guidance and LIP.	City Corporation- Mayor of London- Developers	Ongoing

SUPPORTING EVIDENCE

- Working in Partnership with our Neighbours *City of London* 2005
- Supporting Economic Regeneration in the City Fringe *City of London* 2007
- Draft City Fringe Opportunity Area Planning Framework *Mayor of London* 2009
- Commercial Land and Property Study, Aldgate BBP Regeneration for Tower Hamlets 2007

3.8.6 The Sustainability Appraisal of this policy notes that there would be positive social, economic and environmental benefits.

RISK MANAGEMENT

3.8.7 Delivery of many of the improvements sought will rely upon sufficient monies being made available through the development management process. The level of developer activity and potential developer funding will vary according to the economic cycle. If insufficient funding is available in future, the City will investigate the potential to use other, public, funding sources and prioritise improvements to deliver maximum benefit to residents, workers and visitors.

3.8.8 Fluctuations in the economic cycle may reduce the demand for new office accommodation. The Core Strategy policy framework is flexible enough for suitable temporary uses to be allowed without harming the long term prospects of the business City.



## **MONITORING**

3.8.9 Key monitoring indicators are:

### **Office location**

- Number of offices permitted, under construction and completed

### **Identifying and meeting residents' needs**

- Community facilities provided
- Amount of s106 funding
- Leisure facilities provided
- Additional open space provision
- Health of residents

### **Improving connections and linkages**

- Monitoring indicators established in the City of London Local Implementation Plan

### **Identifying opportunities to enhance the public realm**

- Pedestrian and cyclist counts and classifications
- Pedestrian and cyclist route and attitude surveys
- Before-and-after street and walkway condition assessments, including the PERS2 (pedestrian environment review system) and Living Streets Community Street Audit method



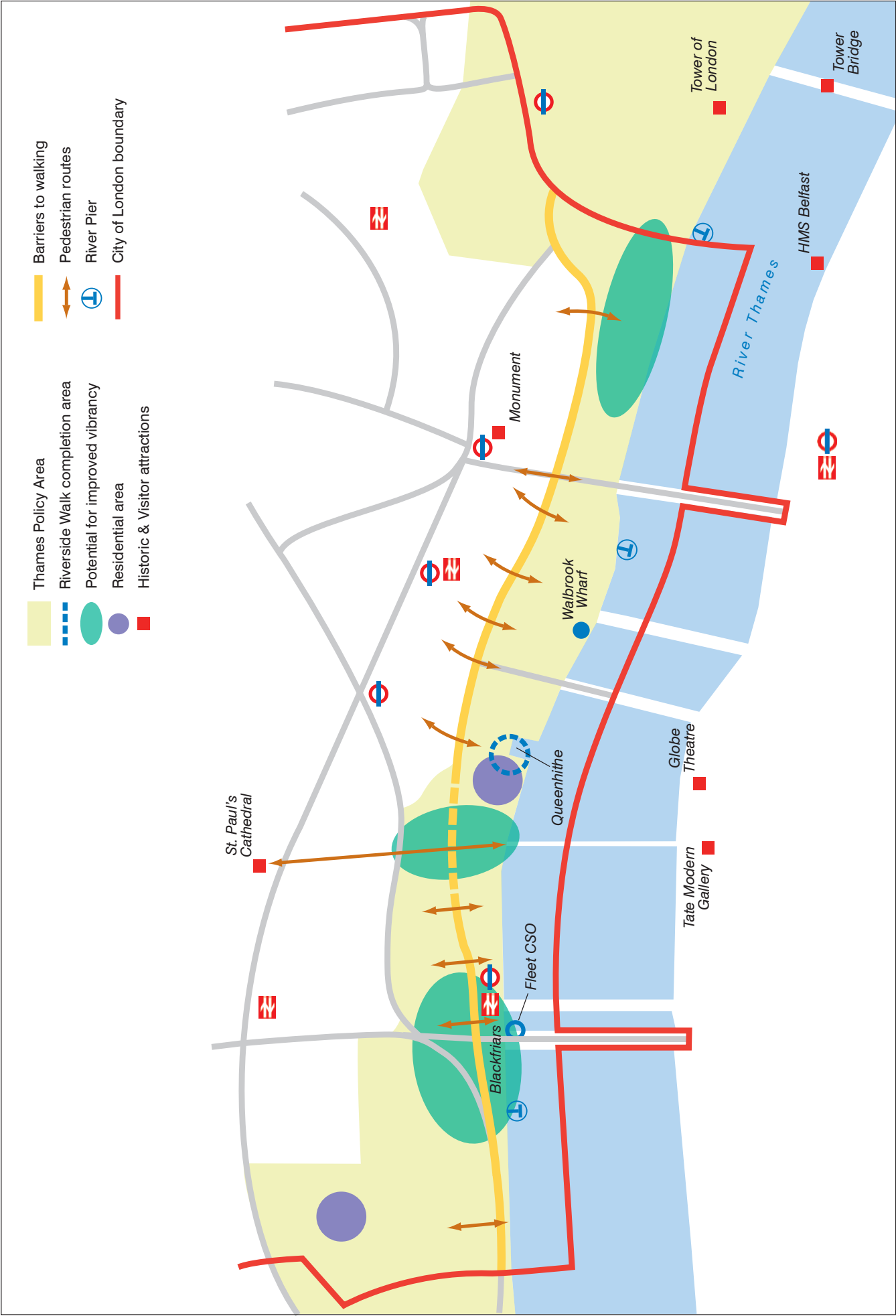


Figure 9: Thames and the Riverside

## THAMES AND THE RIVERSIDE

3.9.1 The River Thames forms the southern boundary of the City and has historically played a major role in its prosperity and everyday life. The riverside provides a breathing space from the busy environment which characterises the rest of the City, as well as a traffic-free walkway on the north bank of the Thames. In developing the riverside's potential it is important to balance the river's functional uses for the movement of people and materials with its role in providing for the recreational needs of workers, residents and visitors. Minimisation of flood risk and respect for the riverside's rich archaeological heritage, which includes the Queenhithe Dock scheduled ancient monument, are also important considerations.

3.9.2 The City's topography with the land rising from the riverside means that most of the City is at low risk from flooding. Nevertheless this risk needs to be managed, particularly in the face of climate change.

3.9.3 A series of strategies help to shape the riverside. These include the London Plan which requires the designation of a Thames Policy Area, whose identification includes consideration of areas and buildings that have historic, archaeological and cultural association with the Thames; and the Mayor's Riverside Strategy which emphasises links between central London and the Thames riverside to the east. The Environment Agency's Thames Estuary 2100 Plan and Thames River Basin Management Plan address flood risk and water quality issues for the Thames. Thames Water's proposal to build the Thames Tunnel is intended to capture and divert storm overflows, including the Fleet Combined Sewer Outflow (CSO) at Blackfriars, to Beckton Sewage Treatment Works, to avoid discharging them into the River. The City's Riverside Walk Enhancement Strategy sets out the City's plans for street scene enhancement along the riverside and the riverside walk forms part of Natural England's Thames Path National Trail. The River Thames is designated as a Site of Metropolitan Importance for Nature Conservation.





## **Policy CS9: Thames and the Riverside**

To ensure that the City capitalises on its unique riverside location, sustaining the river's functional uses in transport, navigation and recreation, whilst minimising risks to the City's communities from flooding, by:

1. Designating the Thames Policy Area and preparing and keeping under review an area appraisal which identifies the attributes of the area and gives guidance on development within this area.
2. Ensuring that buildings and spaces on or near the riverside contribute to the aims of the Riverside Walk Enhancement Strategy, particularly through:
  - (i) securing completion of the riverside walk at Queenhithe;
  - (ii) improving access to the river and riverside walk from the rest of the City and the Thames bridges;
  - (iii) improving the vibrancy of the riverside by encouraging a mix of uses particularly at Three Quays, the Millennium Bridge, and Blackfriars, whilst preserving privacy, security and noise abatement for residents, businesses and other stakeholders;
  - (iv) improving opportunities for biodiversity, in line with the City of London Habitat Action Plan for the Thames foreshore.
3. Supporting the construction of the Thames Tunnel, including connection of the Fleet combined sewer outflow, resulting in reduced storm water discharges into the River Thames and improved water quality.
4. Promoting the functional uses of the River Thames and its environs for transport, navigation and recreation particularly through:
  - (i) retaining Walbrook Wharf, Blackfriars Pier, Swan Lane Pier and access to Tower Pier, and encouraging use of these facilities for river transport;
  - (ii) maintaining London Bridge, Tower Bridge, Blackfriars Bridge, Southwark Bridge and the Millennium Bridge;
  - (iii) resisting development on or over the River, including permanently moored vessels, except for structures which specifically require a waterside location for river-related uses;
  - (iv) encouraging the use of the River Thames for the transport of construction and demolition materials and waste.
5. Permitting residential and hotel development within the Thames Policy Area as long as flood risk issues can be adequately addressed, with particular emphasis on:
  - (i) allowing clustering of housing along the riverside, particularly close to the existing residential development at Queenhithe;
  - (ii) maintaining residential uses in the Inner and Middle Temples;
  - (iii) encouraging clustering of hotels close to visitor attractions and in areas of vibrancy.

Who will deliver		
How we will make it happen	Who	When
<b>Thames Policy Area</b> Reviewing and replacing the 2002 Riverside Appraisal of the Thames Policy Area in the City of London, through a SPD, taking account of strategic riverside issues in neighbouring boroughs.	City Corporation- City of Westminster- LB Southwark- LB Tower Hamlets	2012
<b>Riverside walk enhancement</b> Implementation of the Riverside Walk Enhancement Strategy subject to funding from development, TfL and other sources.  Implementation of the Walk London strategic walking routes, including along the riverside.  Implementation of the City of London Biodiversity Action Plan and other biodiversity enhancements.	City Corporation- TfL- Developers- Natural England City Corporation- TfL  City Corporation- Environment Agency	By 2013  Subject to commercial property development Ongoing
<b>Water quality</b> Joint working to enable completion of the Thames Tunnel through the Thames Tunnel Forum.	City Corporation- Thames Water	By 2019
<b>Functional uses of the River Thames</b> Maintenance of bridges, wharfs and piers.  Upholding of Ministerial Direction safeguarding Walbrook Wharf, maintaining it for use as a wharf.	Bridge House Estates- City Corporation- Port of London Authority City Corporation	Ongoing  Ongoing
<b>Housing and hotels</b> Applying sequential and exceptions tests requirements to all development on the riverside.  Maintaining the balance of housing and other uses in the Temples through the Development Management DPD.	Environment Agency- City Corporation City Corporation	Ongoing  2012

### **SUPPORTING EVIDENCE**

- Riverside Appraisal of the Thames Policy Area Supplementary Planning Guidance *City of London* 2002
- Thames Estuary 2100 Flood Risk Management Plan *Environment Agency* 2009
- By the River *Mayor of London* 2009
- River Thames Pier Plan *London Development Agency* 2009
- Riverside Walk Enhancement Strategy *City of London* 2005

3.9.4 The Sustainability Appraisal concluded that this policy would have beneficial social, environmental and economic impacts.

### **RISK MANAGEMENT**

3.9.5 Fluctuations in the economic cycle could result in reduced developer contributions available to fund riverside improvements. The City will seek other potential sources of funding, e.g. TfL or European funding, and prioritise schemes.

3.9.6 Climate change may alter flood risks. See Policy CS18 'Flood Risk' for detailed risk management.

### **MONITORING**

3.9.7 Key monitoring indicators are:

#### **Thames Policy Area**

- Adoption of revised guidance for the Thames Policy Area

#### **Riverside walk enhancement**

- Progress in implementation of the riverside walk and improvements as set out in the Riverside Walk Enhancement Strategy
- Mix of uses permitted in Thames Policy Area

#### **Water quality and functional uses**

- Progress on the Thames Tunnel

#### **Housing and hotels**

- Number and location of residential developments permitted, under construction and completed.
- Number and location of hotel bedspaces permitted, under construction and completed.



# CITY CULTURE AND HERITAGE

## STRATEGIC OBJECTIVE 3:

To promote a high quality of architecture and street scene appropriate to the City's position at the historic core of London, complementing and integrating the City's heritage assets and supporting the continued development of the City as a cultural destination for its own communities and visitors.

This strategic objective addresses the following themes in The City Together Strategy – achieving a world class city which:

- Is competitive and promotes opportunity;
- Protects, promotes and enhances our environment;
- Is vibrant and culturally rich.

Delivery will be through the implementation of policies:

**CS10: Design**

**CS11: Visitors, Arts and Culture**

**CS12: Historic Environment**

**CS13: Protected Views**

**CS14: Tall Buildings**



## DESIGN

3.10.1 The City has a unique and distinctive built environment characterised by a great variety and high quality of buildings which, individually and together, comprise a townscape that is renowned nationally and internationally, as well as containing lesser known buildings and spaces. This townscape is characterised by a diversity of building type, age, materials and architectural design, both historic and modern. There are many open spaces and a complex pattern of streets of medieval and Roman origin. The rich variety of buildings means that the character of areas can contrast greatly within very local areas. The townscape of the Square Mile reflects both its long economic and trading history and its modern role as a world-leading financial and business centre. Good design is key to maintaining and enhancing the quality and interest of the City's townscape.

3.10.2 The City is predominantly commercial in nature and this is reflected in its buildings, their design, the activities they contain and the density of development. The rate of change and rebuilding in the City presents challenges and opportunities to ensure that new development contributes positively to the townscape. The City's position at the heart of London and its world status demand the highest standards of design and sustainability for buildings, spaces and the street scene. The diversity of the townscape means that different design considerations apply to each site and these need to be carefully assessed to take account of each building's context. This should not constrain design approaches, and a range of solutions may be appropriate. To ensure that sound design principles are followed, the City Corporation will issue further advice in the Development Management DPD, SPDs and other documents.

3.10.3 Outdoor advertising has a strong impact on the appearance of buildings, the street scene and in particular the historic environment. The City's approach to the control of advertisements in terms of size, location and illumination is restrained to safeguard the high quality of the City's environment.

3.10.4 The City has a large workforce whose numbers are expected to grow substantially. Most journeys within the Square Mile are on foot and this movement is particularly high during morning and evening peak times. Despite redevelopment throughout its history, the City has retained much of its dense street pattern, which provides convenient walking routes and allows for a high degree of pedestrian permeability. At the same time, the pattern of narrow streets and alleyways poses challenges in terms of accessibility, way-finding, safety and increased pressure on the pedestrian environment. The City has numerous small open spaces, which provide valuable amenities, and many are of historic importance. The location and design of these small spaces requires innovative and sensitive solutions which respect their settings and create high quality, accessible areas for all the City's communities. The City's streets also provide space for public enjoyment, and the City Corporation has an extensive programme of street scene projects to improve the quality, sustainability, inclusivity and amenity of the public realm.

3.10.5 The City provides a great range of employment and leisure opportunities that should be widely accessible, including to disabled people. Accessibility to new and existing buildings and spaces must be maximised to create an inclusive environment. Adaptation of historic buildings presents particular challenges and requires careful design solutions. The City Corporation has an active programme of implementing access adaptations and will prepare a SPD to give guidance to developers.

## Policy CS10: Design

To promote a high standard and sustainable design of buildings, streets and spaces, having regard to their surroundings and the character of the City and creating an inclusive and attractive environment, by:

1. Ensuring that the bulk, scale, massing, quality of materials and height of buildings are appropriate to the character of the City and the setting and amenities of surrounding buildings and spaces.
2. Encouraging design solutions that make effective use of limited land resources.
3. Ensuring that development has an appropriate street level presence and roofscape and a positive relationship to neighbouring buildings and spaces.
4. Requiring the design and management of buildings, streets and spaces to provide for the access needs of all the City's communities, including the particular needs of disabled people.
5. Ensuring that new development respects and maintains the City's characteristic dense network of streets and alleyways.
6. Delivering continuous improvement in the environment, amenities and enjoyment of open spaces, play areas, streets, lanes and alleys through public realm enhancement strategies incorporating innovative design solutions.
7. Ensuring that signs and advertisements respect the restrained character of the City.



Who will deliver		
How we will make it happen	Who	When
<b>Design</b> Development Management DPD: Policies setting out principles of good design. Supplementary Planning Documents: Detailed guidance on principles of good design. Requiring Design and Access Statements to accompany planning applications. Encouraging pre-application discussions. Using daylight and sunlight impact studies and wind tunnel impact studies, where applicable.	City Corporation  City Corporation  City Corporation-Developers-English Heritage-Design Council-Conservation Area Advisory Committee	2012  2012  Ongoing
<b>Access</b> Consulting City of London Access Team. Having regard to 'Designing an Accessible City' (2006) and other available guidance. Replacing 'Designing an Accessible City' with a SPD.	City Corporation-Access Group-Developers-TfL  City Corporation-Access Group	Ongoing  2012
<b>Improved environment</b> Using developer contributions and other funding to improve the public realm where required and provide new open space through environmental enhancement strategies. Ensuring the highest quality street furniture and street environment through the use of the Street Scene Manual. Incorporate trees to enhance sustainability and provide an attractive environment. Take forward the Quiet Spaces project. Incorporate play space and sports facilities in developments or public realm improvements in innovative, attractive ways, where feasible.	City Corporation-TfL-Developers-Landowners-Residents-Public-Private partnerships  City Corporation-Developers  City Corporation  City Corporation-Developers-Sports Strategy steering group-Open Space Strategy steering group	Ongoing  SPD 2011  Ongoing  Ongoing



### **SUPPORTING EVIDENCE**

- City Street Scene Manual *City of London* 2005
- Designing an Accessible City *City of London* 2006
- Conservation Areas in the City of London, a general introduction to their character *City of London* 1994

3.10.6 The Sustainability Appraisal noted that this policy would deliver positive social, environmental, and economic effects.

### **RISK MANAGEMENT**

3.10.7 Fluctuations in the economic cycle could result in pressure for a reduction in design quality due to cost cutting measures. The City Corporation will continue to require a high quality of design in planning applications in accordance with the aims of the policy.

3.10.8 Fluctuations in the economic cycle may also impact on the level of planning contributions available to deliver environmental, play space, sports facilities and signage improvements. In the event of a reduction in contributions, the City Corporation will prioritise schemes and seek alternative sources of funding where possible.

### **MONITORING**

3.10.9 Key Monitoring Indicators are:

- The number of architectural, heritage and environmental awards, commendations or notifications received by development carried out in the City
- The number of awards, commendations or notifications for public realm improvements in the City
- Access to shops and services
- Number of wheelchair-accessible hotel bedrooms

## VISITORS, ARTS AND CULTURE

3.11.1 Cultural facilities and events in the City attract millions of visitors each year, complementing the City's business role and contributing to its vibrancy. The City's historic environment also attracts many visitors who come to enjoy the historic urban form and heritage assets. The City Corporation operates a visitor information centre near St. Paul's Cathedral as well as a number of visitor attractions including the Barbican Complex, the Monument, Guildhall Art Gallery and Tower Bridge, and contributes to the provision of others, including the Museum of London. The Barbican Complex is Europe's largest multi-arts and conference venue with a diverse range of art, music, theatre, dance, film and education events. It is also home to the London Symphony Orchestra and the Guildhall School of Music & Drama. The Barbican Complex is recognised by the Mayor of London as one of a number of internationally important cultural institutions and is designated as one of London's Strategic Cultural Areas.

3.11.2 The City has a range of lending and specialist libraries serving the local community and housing collections of national and international significance. The City also has many churches which contribute to the cultural and spiritual life of its communities and, along with the livery halls, are used for concerts and exhibitions. Encouraging arts and culture in the City benefits workers, residents and attracts visitors, contributing to London's role as an international tourist and business destination. This assists job creation within the City and in neighbouring boroughs. The City Corporation is the third biggest sponsor of arts in the U.K. and provides an extensive programme of arts and cultural events.

3.11.3 The City Corporation has developed an approach to promote art and culture in the City through the City Arts Initiative, a multi-departmental group which acts as a single point of contact for external organisations wishing to locate public art within the City. The City Arts Initiative seeks to enhance the City's international commercial and financial identity through the development of visual and public art projects.

3.11.4 The City Corporation has prepared a Visitor Destination Strategy 'Visit the City' which promotes the City as a high quality visitor destination, particularly for business visitors, in a way that complements the needs of the business City. It also seeks to target visitor activity to deliver increased visitor numbers and make full use of the City's cultural facilities.

3.11.5 The London Plan promotes London's hotels, cultural and arts facilities and fosters their contribution to both local regeneration and London's global economic offer. The Plan also seeks to protect and enhance the Barbican Strategic Cultural Area. The number of hotels in the City has increased significantly in recent years. The Mayor of London's 2006 Hotel Study encouraged an increase in London's hotel provision and set targets for each borough, which the City has met. The City of London Hotel Study concluded that there is capacity for further hotel development in the City particularly in the area around the Tower of London, the Millennium Bridge and around Cheapside to meet the needs of City businesses and visitors.

## Policy CS11: Visitors, Arts and Culture

To maintain and enhance the City's contribution to London's world-class cultural status and to enable the City's communities to access a range of arts, heritage and cultural experiences, in accordance with the City Corporation's Destination Strategy, by:

1. Providing and supporting a wide range of cultural facilities, including the Barbican Complex, the Guildhall Art Gallery and City libraries and encouraging and promoting other facilities including the Museum of London. Encouraging the use of churches, livery halls and other venues, including the Bridewell Theatre, for cultural events alongside their primary uses.
2. Maintaining the City's existing collection of public art and culturally **significant objects, pursuing opportunities to commission new high quality pieces** in appropriate locations.
3. Protecting existing cultural facilities where they are needed, ensuring there is no net loss of cultural facilities in the City.
4. Providing visitor information, increasing awareness of the City's cultural and heritage assets and encouraging the City's communities and visitors to make full use of its cultural and heritage facilities.
5. Allowing hotel development where it supports the primary business or cultural role of the City and refusing new hotels where they would compromise the City's business function or the potential for future business growth. Hotels should not be located where they would create amenity problems for existing residential clusters.





Who will deliver		
How we will make it happen	Who	When
<p><b>Promote a range of cultural activity</b> Implementation of the City Corporation Visitor Destination Strategy and Cultural Strategy</p> <p>Using the City Arts Initiative to co-ordinate public art within the City</p> <p>Allow alternative uses in churches, livery halls and other venues, resist the net loss of cultural facilities and locate new cultural facilities in appropriate locations.</p>	<p>City Corporation- Barbican Arts Centre- Museum of London</p> <p>City Corporation- Developers</p> <p>City Corporation- Developers</p>	<p>Ongoing</p> <p>Short term</p> <p>Ongoing</p>
<p><b>Encourage the use of cultural facilities</b> Implementation of Corporation strategies: Visitor Destination Strategy, Olympic Strategy, Cheapside Strategy, Open Spaces Strategy and the Environmental Enhancement Programme.</p> <p>The Development Management DPD will set out guidance on issues affecting cultural facilities.</p>	City Corporation	<p>Ongoing</p> <p>2012</p>
<p><b>Hotel development</b> Detailed guidance on the location of hotels, taking account of the City of London Hotels Study 2009, will be included in the Development Management DPD.</p> <p>Requiring new hotel development to include wheelchair-accessible accommodation.</p> <p>Undertaking audits of wheelchair-accessible hotel accommodation.</p>	<p>City Corporation</p> <p>City Corporation</p> <p>Access Group</p>	<p>2012</p> <p>Ongoing</p> <p>As feasible</p>

#### SUPPORTING EVIDENCE

- Visit the City: A Destination Strategy for the City of London 2010 - 2013  
*City of London 2009*
- City of London Hotel Study *Cushman & Wakefield for City of London 2009*
- City of London Cultural Strategy *City of London 2010*
- City of London Olympic Strategy *City of London 2009*

3.11.6 The Sustainability Appraisal of this policy notes that it is likely to result in beneficial social effects. Potential negative environmental and economic effects due to increased visitor numbers will be mitigated by the City of London Visitor Destination Strategy encouraging people to visit lesser known attractions outside of 'peak' hours, and by encouraging sustainable tourism. Policy CS3 seeks to minimise anti-social behaviour.

**RISK MANAGEMENT**

3.11.7 Visitor numbers may fluctuate due to economic and other factors. The Development Management DPD will allow some flexibility for visitor and cultural attractions to change use if no longer required. If visitor numbers increased significantly the action plan in the Visitor Destination Strategy would be reviewed to address the relevant issues and the need for a review of the Core Strategy policy would be considered.

**MONITORING**

3.11.8 Key monitoring indicators are:

**Promoting cultural activities**

- Cultural activity will be monitored through the City of London Cultural and Visitor Strategies

**Encouraging communities to use cultural facilities**

- Visitor Attraction Trends published by VisitBritain
- Number of new facilities permitted, under construction and completed

**Encouraging an increase in hotels**

- Number and location of hotels and bedspaces permitted, under construction and completed

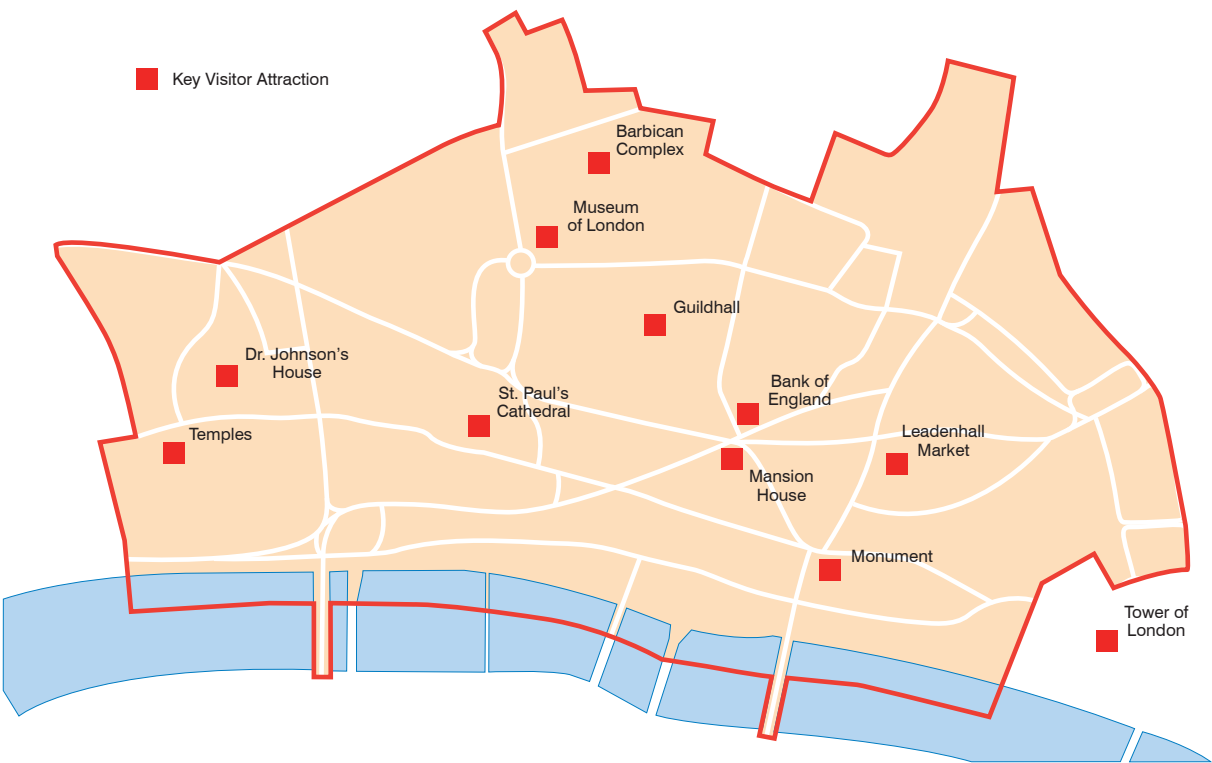


Figure 10: Visitor attractions

## HISTORIC ENVIRONMENT

3.12.1 The City's unique townscape of historic buildings, streets and open spaces juxtaposed with contemporary modern buildings creates a varied, attractive and lively environment which attracts companies and visitors who support the services which contribute to its cultural vibrancy. The City contains a large number of heritage assets which include almost 600 listed buildings, 26 conservation areas, 48 scheduled ancient monuments and 4 historic parks and gardens. There are many protected trees in conservation areas and with Tree Preservation Orders. Historic buildings characteristic of the City include notable buildings such as Mansion House, Guildhall and St Paul's Cathedral, livery company halls and a large number of churches. In addition, the Tower of London, which lies just outside the City boundary, is inscribed by UNESCO as a World Heritage Site of universal significance and its protection includes a buffer area which is partly within the City.

3.12.2 The City is the historic core from which the rest of London developed. Its townscape is derived from its historical development and role as a centre of commerce and trade. The street pattern comprises medieval lanes and alleyways, overlain by later, wider streets. The dense nature of development is ameliorated by the many green spaces, including a high number of small open spaces such as former churchyards, as well as larger gardens.

3.12.3 The City is characterised by many historically important buildings and collections of buildings. Its varied townscape includes areas of formal layout, those with a more domestic and small scale character, as well as larger building complexes such as Smithfield and Leadenhall Markets. There is a close proximity of very different historic areas with a common purpose and business function, which contributes to the special character of the townscape. The City can claim to have one of the greatest concentrations of church buildings of outstanding architectural quality in the country, with 42 places of worship, all but one of which are listed. The City also possesses a modern architectural heritage including, for example, the listed Barbican and Golden Lane Estates.

3.12.4 The City is one of the most important areas in the country in terms of archaeology. Its unique archaeological heritage dates back to the Roman settlement and has evolved through Saxon, medieval and later periods. Many Roman, Saxon and medieval remains still survive in the City today, including buried as well as visible remains, such as the Roman amphitheatre below Guildhall, the Roman and medieval London wall and the reconstructed Temple of Mithras in Queen Victoria Street. Archaeological investigation is an important aspect of development proposals.

## Policy CS12: Historic Environment

To conserve or enhance the significance of the City's heritage assets and their settings, and provide an attractive environment for the City's communities and visitors, by:

1. Safeguarding the City's listed buildings and their settings, while allowing appropriate adaptation and new uses.
2. Preserving and enhancing the distinctive character and appearance of the City's conservation areas, while allowing sympathetic development within them.
3. Protecting and promoting the evaluation and assessment of the City's ancient monuments and archaeological remains and their settings, including the interpretation and publication of results of archaeological investigations.
4. Safeguarding the character and setting of the City's gardens of special historic interest.
5. Preserving and, where appropriate, seeking to enhance the Outstanding Universal Value, architectural and historic significance, authenticity and integrity of the Tower of London World Heritage Site and its local setting.

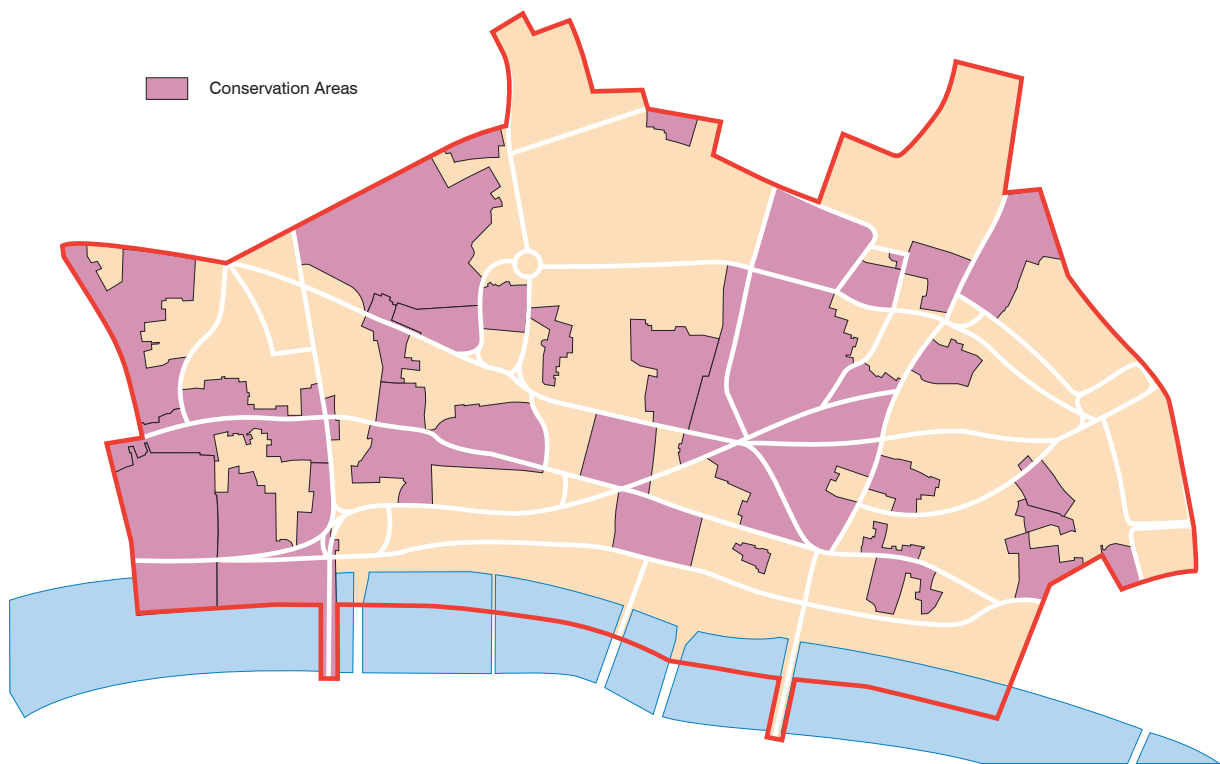


Figure 11: Conservation areas

Who will deliver		
How we will make it happen	Who	When
<p><b>City heritage</b> Preparing conservation area character summaries and management strategies to guide the management of the historic environment. Preparing an Archaeology SPD. Partnership working with relevant amenity societies, including heritage bodies and the City of London Conservation Area Advisory Committee. The Diocesan Advisory Committee will be consulted in relation to City churches.</p> <p>Managing change affecting historic buildings, spaces and public highways through Local Development Documents and other guidance. This will include support for heritage-led regeneration, promoting greater understanding of the significance of the historic environment, sensitive adaptation and re-use of the existing fabric, and its contribution to delivering sustainable development. Further guidance will be set out in the Development Management DPD.</p>	<p>City Corporation</p> <p>City Corporation City Corporation- English Heritage- Design Council Historic Royal Palaces- Amenity societies- Diocesan Advisory Committee- Mayor of London- Neighbouring boroughs City Corporation</p>	<p>Ongoing</p> <p>By 2013 Ongoing</p> <p>Golden Lane Listed Building Management Guidelines SPD and Barbican Listed Building Management SPG reviewed periodically</p>
<p><b>World Heritage Site</b> Collaborative working to ensure the local setting of the Tower is preserved and enhanced, through high quality, innovative and sensitive design.</p> <p>Implementation of Tower of London World Heritage Site Management Plan (2007).</p>	<p>Tower WHS Consultative Committee</p> <p>Historic Royal Palaces- Tower WHS Consultative Committee</p>	<p>Consultative Committee meets every 6 months with Planning Sub- Groups between</p> <p>WHS Management Plan reviewed every 5 years</p>

Applying the recommendations of the DCMS "State of Conservation Reports" to the UNESCO World Heritage Committee.	UNESCO-DCMS	UNESCO World Heritage Committee meets annually
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SUPPORTING EVIDENCE

- Planning Advice Note 3: Archaeology in the City of London  
*City of London* 1998
- City of London Conservation Area Character Summaries *City of London*
- City of London Conservation Area Management Strategies *City of London*
- Tower of London World Heritage Site Management Plan  
*Historic Royal Palaces* 2007
- Tower of London Local Setting Study *Land Use Consultants for Historic Royal Palaces* 2010
- Seeing the History in the View *Land Use Consultants for English Heritage* 2011
- Golden Lane Listed Building Management Guidelines Supplementary Planning Document *City of London with English Heritage* 2007
- Barbican Listed Building Management Guidelines Supplementary Planning Guidance *City of London with English Heritage* 2005
- City of London Street Scene Manual *City of London* 2005
- Conservation Areas in the City of London: A General Introduction to their Character *City of London* 1994
- Draft Statement of Outstanding Universal Value *DCMS* February 2011

3.12.5 The Sustainability Appraisal of this policy notes that it is expected to result in positive social, economic and environmental impacts, locally and regionally.



## **RISK MANAGEMENT**

3.12.6 Increased pressure for development in the City has a potential impact on the historic environment, when not properly and carefully considered. Implementation of this policy will seek to manage this risk, ensuring that new development and the historic environment can complement each other to benefit the City's image.

3.12.7 The UNESCO World Heritage Committee has in the past considered placing the Tower of London on the Endangered List of World Heritage Sites, regarding the balance between conservation and development and the impact on views of the Tower from given locations. This is addressed through the Tower of London World Heritage Site Management Plan and is also acknowledged in the English Heritage document "Seeing the History in the View" which seeks to strengthen the Tower's dynamic visual position.

3.12.8 Future implementation of the Tower of London World Heritage Site Management Plan will have a significant impact on some major development proposals, particularly within the setting of the Tower of London. However the Management Plan also includes the requirement to provide a tool to help deliver an assessment of the local setting of the Tower and guidelines for managing the public realm which will inform future development proposals.

3.12.9 Circular 07/2009 "Protection of World Heritage Sites", has implications with regard to the call-in procedure and the designation of "buffer zones" or "immediate settings" of protected buildings. This will again impact on future development proposals.

## **MONITORING**

3.12.10 Key monitoring indicators are:

### **City heritage**

- English Heritage: At Risk Register
- Composite heritage assets indicator including conservation areas and historic assets at risk
- Heritage assets protected from inappropriate development activity
- Number of mature trees / Tree Preservation Orders

### **World Heritage Site**

- Heritage assets (including World Heritage Sites)
- Enhancement by / quality of developments in the local setting of the Tower of London



## PROTECTED VIEWS

3.13.1 The City and its surrounding area contain many famous landmarks that are visible from viewpoints across London. Views of the City's skyline from the River Thames are especially notable and certain local views of St. Paul's Cathedral have been protected successfully by the City Corporation's 'St. Paul's Heights' code since the 1930s. Landmarks such as St. Paul's Cathedral, the Monument and the Tower of London are internationally renowned and add to the City's "world class" status. These views are protected by an integrated range of national, regional and local policies.

3.13.2 The London Plan sets out the overall view protection requirements which apply to Strategically Important Landmarks. The Mayor of London's View Management Framework SPG (2010) provides more detail, including detailed management plans for each protected view of landmarks such as St. Paul's Cathedral and the Tower of London.

3.13.3 The Tower of London has additional view protection, implemented through the Tower of London World Heritage Site Management Plan (2007). This defines and protects a range of "settings" of the Tower World Heritage Site, which includes its relationship to historic features that are visible in the urban landscape. All new buildings in the setting of the Tower should contribute to the quality of views both of and from the Tower.

3.13.4 The CABI and English Heritage Guidance on Tall Buildings provides advice to local authorities and developers on the process of assessing development proposals that have protected views implications.



Policy CS13: Protected Views

- To protect and enhance significant City and London views of important buildings, townscape and skylines, making a substantial contribution to protecting the overall heritage of the City's landmarks, by:
- 1. Implementing the Mayor's London View Management Framework SPG to manage designated views of strategically important landmarks (St. Paul's Cathedral and the Tower of London), river prospects, townscape views and linear views.
  - 2. Protecting and enhancing: local views of St. Paul's Cathedral, through the City's "St. Paul's Heights" code; the setting and backdrop to the Cathedral; **significant local views of and from the Monument**; and views of historic City landmarks and skyline features.
  - 3. Securing an appropriate setting of and backdrop to the Tower of London World Heritage Site, which adjoins the City, so ensuring its Outstanding Universal Value, taking account of the Tower of London World Heritage Site Management Plan (2007).

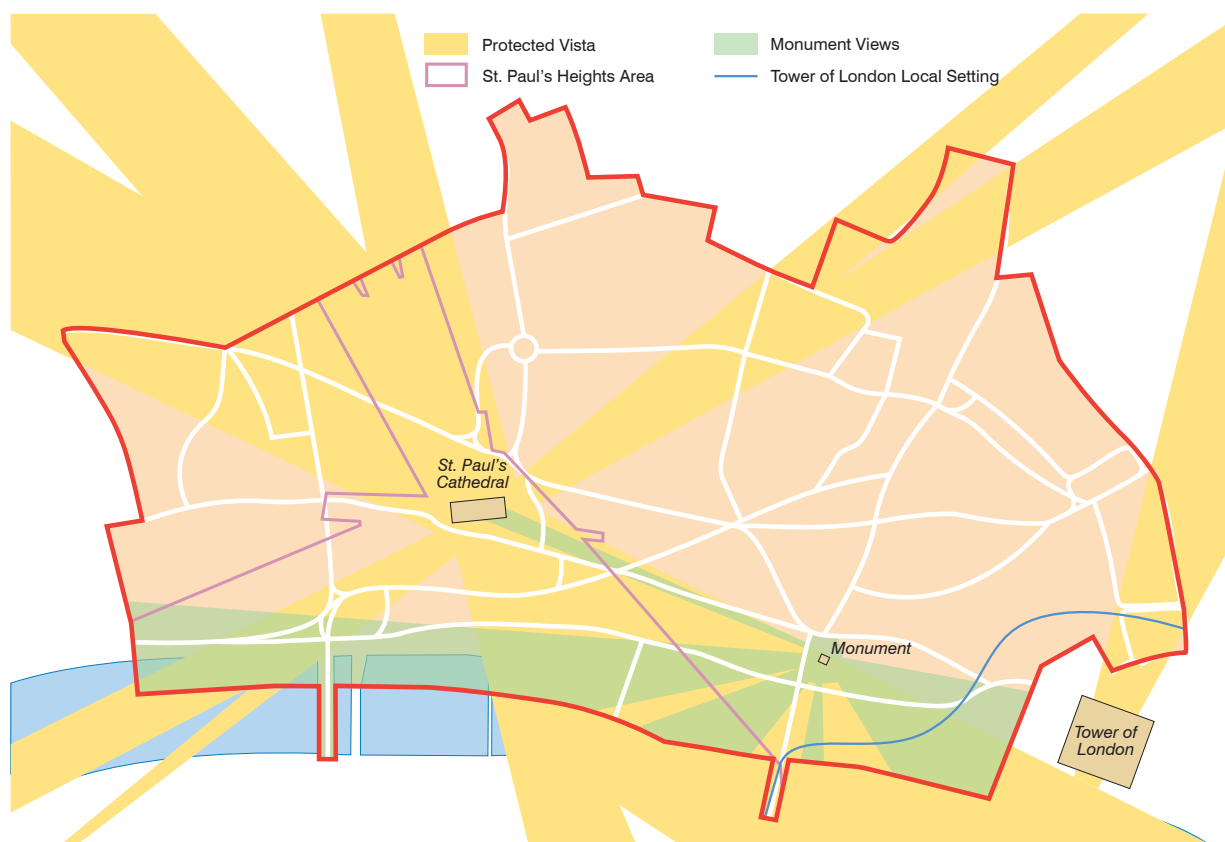


Figure 12: Protected views

Who will deliver		
How we will make it happen	Who	When
<b>Strategic views</b> Implementation of the Mayor's London View Management Framework (LVMF) SPG and through development management, including pre-application discussions with developers.	City Corporation- Developers- Mayor of London- English Heritage	Ongoing
<b>Local views</b> Implementation of St Paul's Heights and Monument Views Supplementary Planning Guidance.  Replacing SPG with SPD on St Paul's Heights and Monument Views; the SPD to include the identification of skyline landmarks.	City Corporation- Developers  City Corporation	Ongoing  2011/12
<b>World Heritage Site</b> Implementation of the Tower of London World Heritage Site Management Plan (2007), and the Local Setting Study (2010), the London View Management Framework, and the State of Conservation Report.	City Corporation- Historic Royal Palaces- Tower of London World Heritage Site Consultative Committee- English Heritage- Developers	Management Plan reviewed every 5 years





### **SUPPORTING EVIDENCE**

- London View Management Framework Supplementary Planning Guidance  
*Mayor of London* 2010
- St. Paul's and Monument Views Supplementary Planning Guidance  
*City of London* 2002
- Tower of London World Heritage Site Management Plan  
*Historic Royal Palaces* 2007

3.13.5 The Sustainability Appraisal notes that this policy is expected to result in positive social and environmental impacts, locally and regionally. Economic impacts are uncertain as there could be a restricted supply of floorspace in tall buildings. This impact will be mitigated by Policy CS14.

### **RISK MANAGEMENT**

3.13.6 The protection and enhancement of views is dependent on development proposals in relevant areas coming forward.

### **MONITORING**

3.13.7 Key monitoring indicators are:

#### **Strategically important views**

- Number of developments that improve or are contrary to the London View Management Framework protected vistas

#### **Local views**

- Number of developments that improve or infringe the 'St Paul's Heights' views



TALL BUILDINGS

3.14.1 The City contains many tall buildings (defined as those which significantly exceed the height of their general surroundings), particularly in a cluster of the tallest buildings in the east (see Policy CS7). Tall buildings that achieve a world class standard of architectural quality and whose context and layout are carefully considered can help to enhance the City's environment and economy, and contribute to London's world city role.

3.14.2 Guidance issued by CABE and English Heritage encourages local planning authorities to consider the scope for tall buildings as part of strategic planning and to identify locations where tall buildings are, and are not, appropriate. The London Plan requires Local Development Frameworks to identify areas that are appropriate, sensitive or inappropriate to tall buildings and sets out criteria for assessing the suitability of proposals against which planning applications in the City will be considered. The City Corporation is required to refer applications for buildings over 150 metres in height (25 metres in the Thames Policy Area) to the Mayor of London. The Mayor's London View Management Framework Supplementary Planning Guidance (see Policy CS13) explains the London Plan's policies in more detail.

3.14.3 While tall buildings are a characteristic element of the skyline, the City's unique environment and built heritage means that particular consideration should be given to their impacts throughout the City. Areas outside of the City may also be sensitive to the development of tall buildings within the City. The location and impact of future tall buildings therefore needs to be carefully considered.

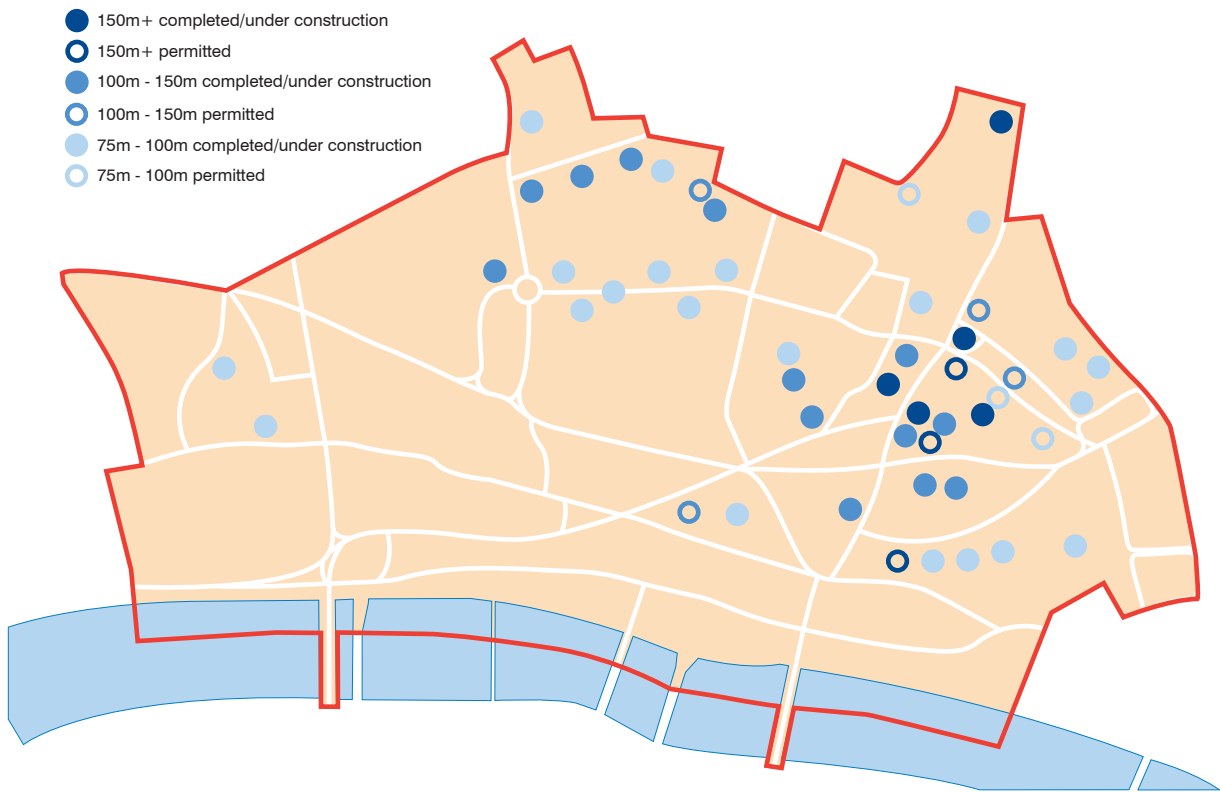


Figure 13: Tall buildings

Policy CS14: Tall Buildings

To allow tall buildings of world class architecture and sustainable design in suitable locations and to ensure that they take full account of the character of their surroundings, enhance the skyline and provide a high quality public realm at ground level, by:

- 1. Permitting tall buildings on suitable sites within the City’s Eastern Cluster.
- 2. Refusing planning permission for tall buildings within inappropriate areas, comprising: conservation areas; the St. Paul’s Heights area; St. Paul’s protected vista viewing corridors; and Monument views and setting, as defined on the Proposals Map.
- 3. Elsewhere in the City, permitting proposals for tall buildings only on those sites which are considered suitable having regard to: the potential effect on the City skyline; the character and amenity of their surroundings, including the relationship with existing tall buildings; the significance of heritage assets and their settings; and the effect on historic skyline features.
- 4. Ensuring that tall building proposals do not adversely affect the operation of London’s airports.

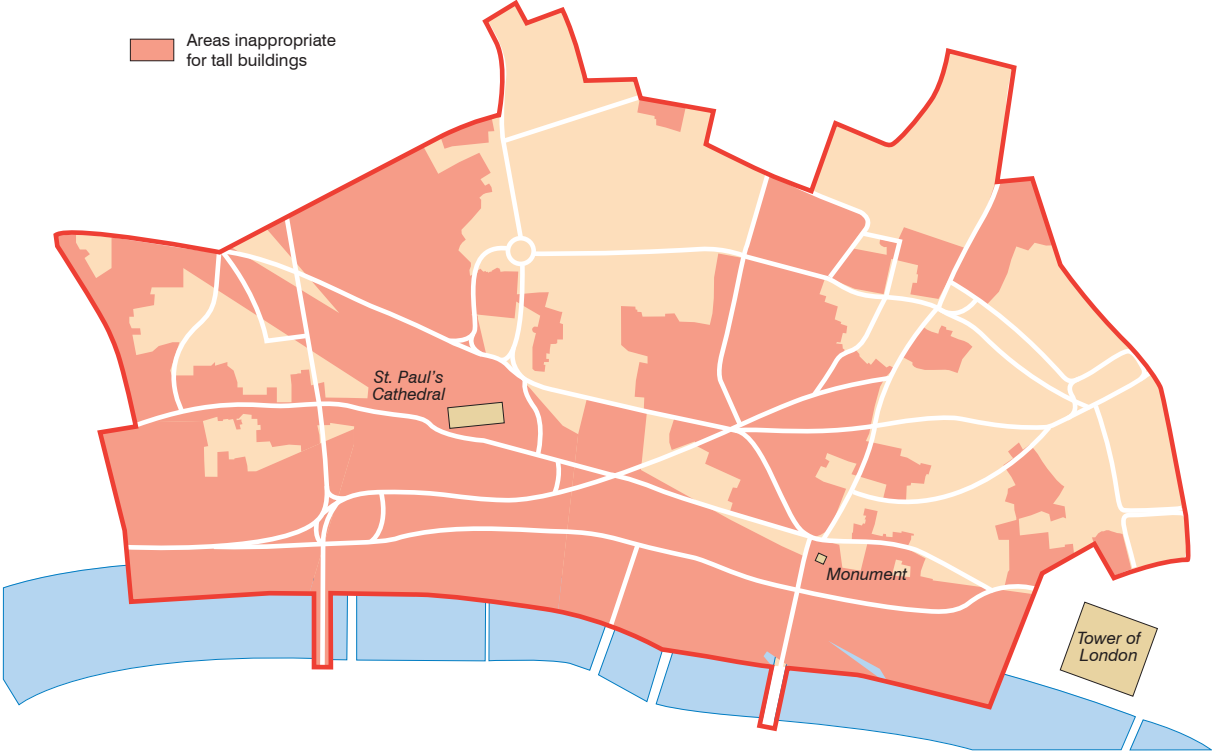


Figure 14: Areas inappropriate for tall buildings

Who will deliver		
How we will make it happen	Who	When
<b>Tall building proposals</b> Considering the impact of tall buildings in relation to policy, guidance and best practice issued by partners and through joint working with partners.	City Corporation- Design Council English Heritage- London Boroughs- Mayor of London- Historic Royal Palaces- Amenity societies- Developers.	Ongoing
<b>Airport safeguarding</b> Joint working with airport operators to ensure that London airport safeguarding requirements are adhered to: <ul style="list-style-type: none"><li>• Consulting London City Airport on proposals above 90m above ground level in the east of the City;</li><li>• Consulting BAA on all proposals over 150m.</li></ul>	City Corporation- London City Airport- BAA	Ongoing





#### **SUPPORTING EVIDENCE**

- London View Management Framework Supplementary Planning Guidance  
*Mayor of London* 2010
- St. Paul's and Monument Views Supplementary Planning Guidance  
*City of London* 2002
- Guidance on Tall Buildings CABI / *English Heritage* 2007
- City of London Tall Buildings Evidence Paper *City of London* 2010

3.14.4 The Sustainability Appraisal notes that this policy is expected to result in positive social, economic and environmental impacts, locally.

#### **RISK MANAGEMENT**

3.14.5 The recession of 2008-2009 has impacted on development economics, slowing down or delaying tall building proposals across the City. The City Corporation will monitor take up of planning applications and completions for tall buildings and, if a long term reduction in such development is evident, will consider whether a change to the Core Strategy is required.

#### **MONITORING**

3.14.6 Key monitoring indicators are:

- Number and location of tall buildings permitted, under construction and completed

# ENVIRONMENTAL SUSTAINABILITY

## STRATEGIC OBJECTIVE 4:

To ensure that the City of London remains at the forefront of action in response to climate change and other sustainability challenges that face high density urban environments, aiming to achieve national and international recognition for its sustainability initiatives.

This strategic objective addresses the following themes in The City Together Strategy – achieving a world class city which:

- Is competitive and promotes opportunity;
- Protects, promotes and enhances our environment;
- Is vibrant and culturally rich.

Delivery will be through the implementation of policies:

**CS15: Sustainable Development and Climate Change**

**CS16: Public Transport, Streets and Walkways**

**CS17: Waste**

**CS18: Flood Risk**



SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE

3.15.1 The City of London is a sustainable location, with good public transport, a high density of development and many small open spaces, making best use of the available land. All development takes place on previously developed land. Future development must contribute to improving this approach.

3.15.2 The drivers for sustainable development are increasing, affecting global and local businesses, workers, residents and visitors. The pace and prestige nature of development in the City presents opportunities to incorporate innovative eco-design in both new and existing buildings including the numerous historic buildings in the City. Particular issues for the City include:

- **Energy consumption:** Electricity consumption in the City is high and rising to service IT needs and associated cooling in the City's expanding office stock;
- **Air quality:** Nitrogen dioxide and particulate (PM<sub>10</sub>) levels in the City are high. Areas of greater vulnerability to poor air quality include residential areas, the City's schools and St Bartholomew's Hospital;
- **Urban heat island and climate change:** The City can experience temperatures up to 10° higher than the countryside around London. This will get worse with climate change and adaptation is imperative if the City is to remain a comfortable place to live, work and visit.

3.15.3 The London Plan contains comprehensive policies on sustainable design and climate change, setting targets for substantial carbon emission reduction.

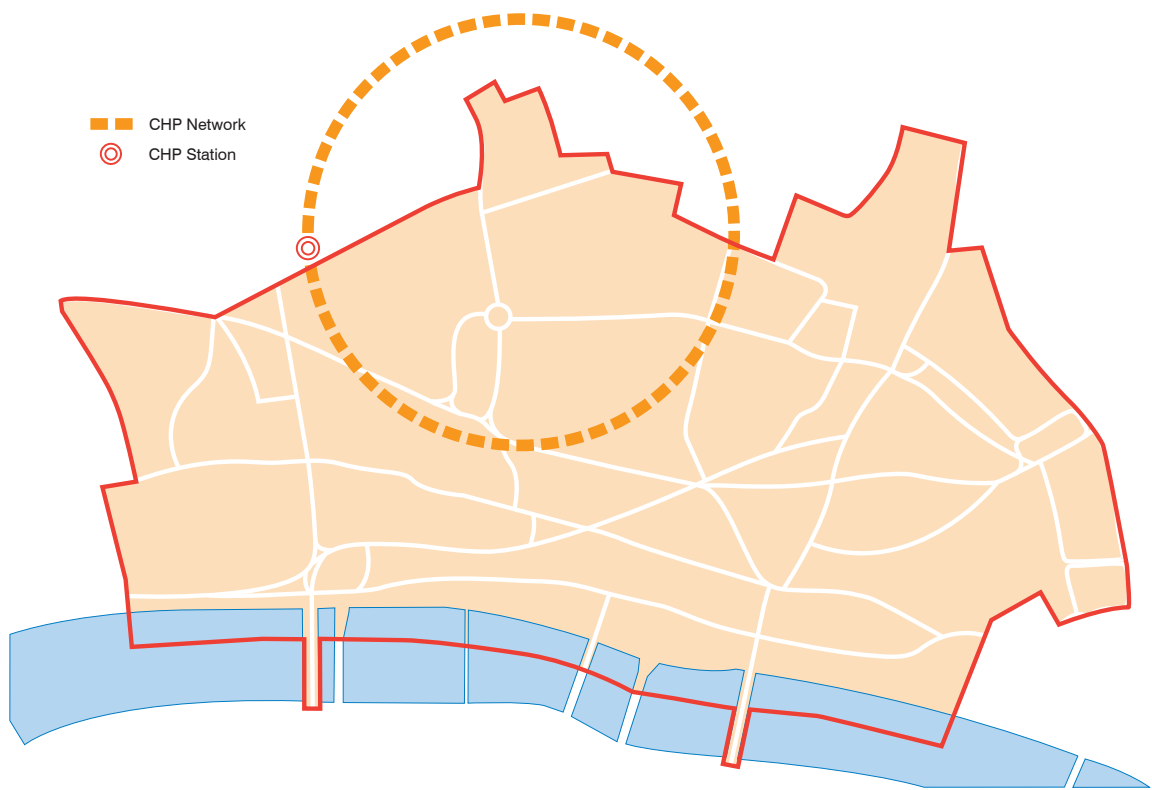


Figure 15: Area served by the CHP network

The London Plan seeks a 60% reduction in emissions by 2025. The London Plan is complemented locally by the City of London's Energy, Noise, Air Quality and Climate Change Mitigation and Adaptation Strategies and Codes of Practice.

### Policy CS15: Sustainable Development and Climate Change

To enable City businesses and residents to make sustainable choices in their daily activities creating a more sustainable City, adapted to the changing climate, by:

1. Requiring all redevelopment proposals to demonstrate the highest feasible and viable sustainability standards in the design, construction, operation and "end of life" phases of development. Proposals for major development should aim to achieve a BREEAM rating of "excellent" or "outstanding". Residential development should aim to achieve a minimum standard of Code for Sustainable Homes level 4, rising to level 6 by 2016 or in line with government targets.
2. Requiring development to minimise carbon emissions and contribute to a City wide reduction in emissions:
  - (i) **adopting energy-efficiency measures;**
  - (ii) enabling the use of decentralised energy, including the safeguarded Citigen CHP network, CHP-ready designs in areas where CCHP networks are not yet available, and localised renewable energy technologies;
  - (iii) adopting offsetting measures to achieve the Government's zero carbon targets for buildings.
3. Avoiding demolition through the reuse of existing buildings or their main structures, and minimising the disruption to businesses and residents, using sustainably sourced materials and conserving water resources.
4. Requiring development to positively address:
  - (i) local air quality, particularly nitrogen dioxide and particulates PM<sub>10</sub> **(the City's Air Quality Management Area pollutants);**
  - (ii) protection of the City's quiet areas and quiet times of day for businesses **(daytime) and residents (night time);**
  - (iii) **the need to limit the City's contribution to 'sky glow';**
  - (iv) **water quality and flood risk particularly in areas at risk of sewer flooding;**
  - (v) land contamination, ensuring development does not result in **contaminated land;**
  - (vi) the need to enhance biodiversity and provide for its conservation and **enhancement, particularly for the City's flagship species and the City's priority habitats (urban green spaces, churchyards and cemeteries, built structures and the tidal Thames).**
5. Incorporating climate change adaptation measures into development and the City's infrastructure, including street scene, transport and utility infrastructure, social and emergency infrastructure, and heritage assets, **having regard to the need to protect their historic significance.**

Who will deliver		
How we will make it happen	Who	When
<p><b>Sustainable design</b>  Requiring sustainability statements with planning applications, including energy assessments for major development. Detailed requirements will be defined in the Development Management DPD.</p> <p>Require BREEAM assessments or Code for Sustainable Homes for all major development, including post-construction assessment, against a target of BREEAM "Excellent" or "Outstanding", or a minimum of CSH Level 4, obtaining maximum points from the water section. Detailed requirements will be included in the Development Management DPD.</p> <p>Implementation of London Plan, or City of London SPD on Sustainable Design &amp; Construction.</p> <p>Incorporating sustainable design into street environmental enhancement works.</p>	City Corporation-Developers	Ongoing
	City Corporation-Developers-Building Research Establishment	2012 Ongoing
	City Corporation-Developers-Mayor of London-City Corporation	2012 2012
		Ongoing
<p><b>Resource use and carbon footprint</b>  Implementation of extensions to the decentralised energy CCHP network in the City: suitable areas to be identified in the Development Management DPD.</p> <p>Working with LB Islington to safeguard the CCHP Power station in Charterhouse Street.</p> <p>Working with developers to determine appropriate offsetting measures in the City's context to account for carbon not mitigated on site. Further details will be included in the Development Management DPD. Planning obligations may be used to enable "allowable solutions" to contribute to off-site carbon reduction.</p> <p>Pre-application discussions to explore opportunities to avoid demolition. Developers will be expected to follow the City of London Good Practice Guide to Construction and Deconstruction and the Considerate Contractors Scheme.</p>	City Corporation-Citigen/EON-London Development Agency	2012
	LB Islington-EON-City Corporation	In line with Islington's Local Development Scheme
	City Corporation-Developers	Mechanism will be finalised by 2012
	City Corporation-Developers	Ongoing

Requiring developers and environmental enhancements to have regard to the BRE Green Guide to Specification to demonstrate that materials have been sourced sustainably.	City Corporation-Developers-BRE	Ongoing
<p><b>Environmental protection</b> Implementation of the City of London Air Quality (2011) and Noise (2012) strategies through associated action plans.</p> <p>Flood Risk Assessments will inform the development management process for sites in flood risk areas. Detailed requirements will be defined in the Development Management DPD. Implementation of the City's Biodiversity Action Plan, particularly for the City's Flagship Species: house sparrows, peregrine falcons, black redstarts, bats and stag beetles; and habitats in urban green spaces, churchyards and cemeteries, built structures and the tidal Thames.</p>	<p>City Corporation-Infrastructure and transport providers-Developers-City businesses City Corporation-Environment Agency-Developers</p> <p>City Corporation-Developers-City residents-Businesses-Voluntary organisations</p>	<p>In line with the current Air quality and noise strategies Ongoing</p> <p>2012</p> <p>2010-2015</p>
<p><b>Climate change and urban heat island</b> Implementation of City of London Climate Change Adaptation Strategy 2007 and 2010 update.</p> <p>Specific adaptation measures associated with development will be identified in the Development Management DPD.</p>	City Corporation-Developers	<p>In line with targets set in Climate Change Adaptation Strategy</p> <p>2012</p>

#### SUPPORTING EVIDENCE

- Rising to the Challenge – The City of London Corporation's Climate Change Adaptation and Mitigation Strategy *Acclimatise for City of London* 2007 and *Action Plan Update* 2010
- City of London Carbon Footprint *URS Corporation for City of London* 2009
- City of London Air Quality Strategy and Action Plan 2003 and annual air reports *City of London* 2003 - 2008
- City of London Strategic Flood Risk Assessment *Mouchel for City of London* 2007
- City of London Biodiversity Action Plan *City of London* 2010 - 2015
- Central London Infrastructure Study *URS for Central London Forward* 2009
- UK Climate Projections 09 Key Findings London *UK Climate Impacts Programme* 2009
- City of London Contaminated Land Strategy *City of London* 2003



3.15.4 The Sustainability Appraisal found that this policy is likely to have beneficial impacts when assessed against social and environmental objectives, and uncertain economic impacts. This policy provides essential mitigation against possible negative impacts of many other options.

#### **RISK MANAGEMENT**

3.15.5 Climate change impacts may be greater than anticipated, requiring additional mitigation and adaptation. By keeping up to date with emerging trends the City Corporation will be well placed to adjust its policy approach to address such trends. This could be implemented via the Development Management DPD setting appropriate standards responding to changing circumstances.

3.15.6 Increased electronic trading may require greater data processing capability, with high electricity demand leading to an increase in the City's carbon footprint. The City will continue to explore innovative solutions to offset such trends e.g. increased use of decentralised and renewable energy, improved IT infrastructure design. If energy trends data shows continued escalation in electricity consumption then changes in legislation may be needed to enable energy providers to invest in new infrastructure ahead of demand.

#### **MONITORING**

3.15.7 Key monitoring indicators are:

##### **Sustainable design**

- Proportion of major developments achieving BREEAM "excellent" or "outstanding"
- Proportion of residential development achieving a minimum of Code for Sustainable Homes (CSH) Level 4

##### **Resource use and carbon footprint**

- Production of secondary/recycled aggregates
- Energy trends data published by DECC
- Renewable energy capacity by type

##### **Environmental protection**

- Air quality – levels of Nitrogen Dioxide and PM<sub>10</sub>
- Amount of contaminated land
- Net change in the number of open spaces

## PUBLIC TRANSPORT, STREETS AND WALKWAYS

3.16.1 The City is served by an extensive public transport network with 6 mainline railway stations, 12 underground and DLR stations and 54 bus routes within the City and stations such as London Bridge just outside its boundary serving large numbers of City commuters. Public transport also links the City to the five London airports and the Channel Tunnel rail network for international travel.

3.16.2 Nearly 90% of journeys to work are made by public transport, with only 6% by private car. Car ownership among City residents (38%) is the lowest of any local authority area in the United Kingdom.

3.16.3 The strategic importance of the City's public transport network has been recognised by national and regional government through the approval and investment in Crossrail, Thameslink and London Overground (the East London Line extension). The City Corporation strongly supports these schemes and is contributing significant funding to Crossrail.

3.16.4 Increased public transport capacity, coupled with higher employment levels, will increase pedestrian numbers on the City's already busy streets. Climate change may result in further impacts through localised flooding and high urban temperatures. These impacts must be addressed to provide efficient, safe and attractive walking routes through the City's streets, lanes and walkways.

3.16.5 In contrast to other parts of London, taxis and goods vehicles comprise a high proportion of the City's motor vehicle traffic with private vehicles comprising less than 30% of this traffic. Congestion remains an issue in some locations at certain times of the day. Traffic management measures that aim to improve journey time reliability form an important element in tackling this.

3.16.6 In common with the rest of central London the City has been designated as an air quality management area for particulate matter and nitrogen dioxide, much of which comes from road traffic, and an air quality action plan has been adopted to address this issue. The role of buses in enabling efficient use of road space, thereby reducing air pollution and congestion, forms an important element of the City's transport mix.

3.16.7 The Mayor's Transport Strategy provides regional policy guidance on transport, which is implemented at a local level through the City's Local Implementation Plan. Transport providers serving the City also publish plans and strategies that influence investment and management decisions affecting the City's transport network.

## Policy CS16: Public Transport Streets and Walkways

To build on the City's strategic central London position and good transport infrastructure to further improve the sustainability and efficiency of travel in, to, from and through the City, by:

1. Securing increased public transport capacity through support for Crossrail (including safeguarding land as shown on the Proposals Map), the upgrading of Thameslink and the completion of London Overground (the East London Line extensions).
2. Facilitating further improvements to public transport capacity and step-free access at existing mainline rail and London Underground stations including Aldgate, Bank, Cannon Street and St Paul's, subsurface and Northern Line upgrades and planning for possible longer term improvements such as the westward extension of the Docklands Light Railway beyond Bank and the City Tram scheme.
3. Improving conditions for safe and convenient walking and cycling, incorporating adaptation to the City's anticipated future climate:
  - (i) improving access routes and the streetscape around stations, with particular focus on Bank and the proposed Crossrail station entrances **at Farringdon, Lindsey Street, Moorgate and Liverpool Street;**
  - (ii) designing and implementing environmental enhancement strategies that encourage pedestrian and cycle travel, taking account of the **needs of disabled people;**
  - (iii) supporting London-wide schemes such as the cycle hire scheme and cycle superhighways, in parallel with initiatives to improve cycle **parking in the City;**
  - (iv) working with TfL to reinstate two-way working and surface-level pedestrian crossings in place of the Aldgate (St Botolph's section) gyratory.
4. Minimising congestion and reducing vehicle emissions:
  - (i) **directing through traffic within the City onto appropriate streets in** accordance with the Highway Hierarchy. Bus routes will continue to serve customer needs throughout the City and will not be subject to the **highway hierarchy;**
  - (ii) continuing to facilitate intermediate modes (coaches, car clubs, taxis and private hire vehicles) and to provide for essential motor vehicle **traffic, including addressing the servicing of City buildings and the** needs of disabled people, whilst minimising the environmental impact **of these modes;**
  - (iii) encouraging the provision of infrastructure for alternative-fuel vehicles, **such as off-street electric vehicle recharging points;**
  - (iv) **using traffic management measures and street works permits to** improve journey time reliability on the City's roads;
  - (v) requiring developers to demonstrate, through transport assessments, construction logistics plans, travel plans and delivery/servicing plans, how the environmental impacts of travel and servicing will be minimised, including through the use of river transport.

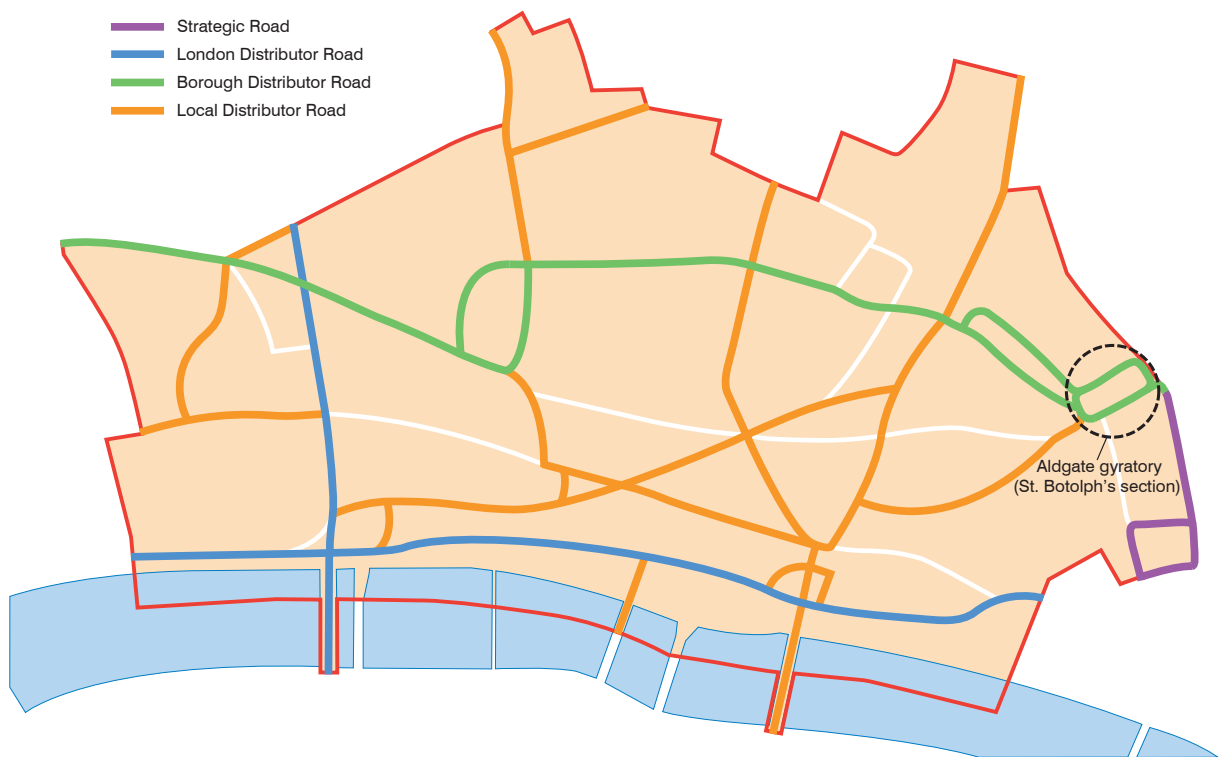


Figure 16: Highway Hierarchy

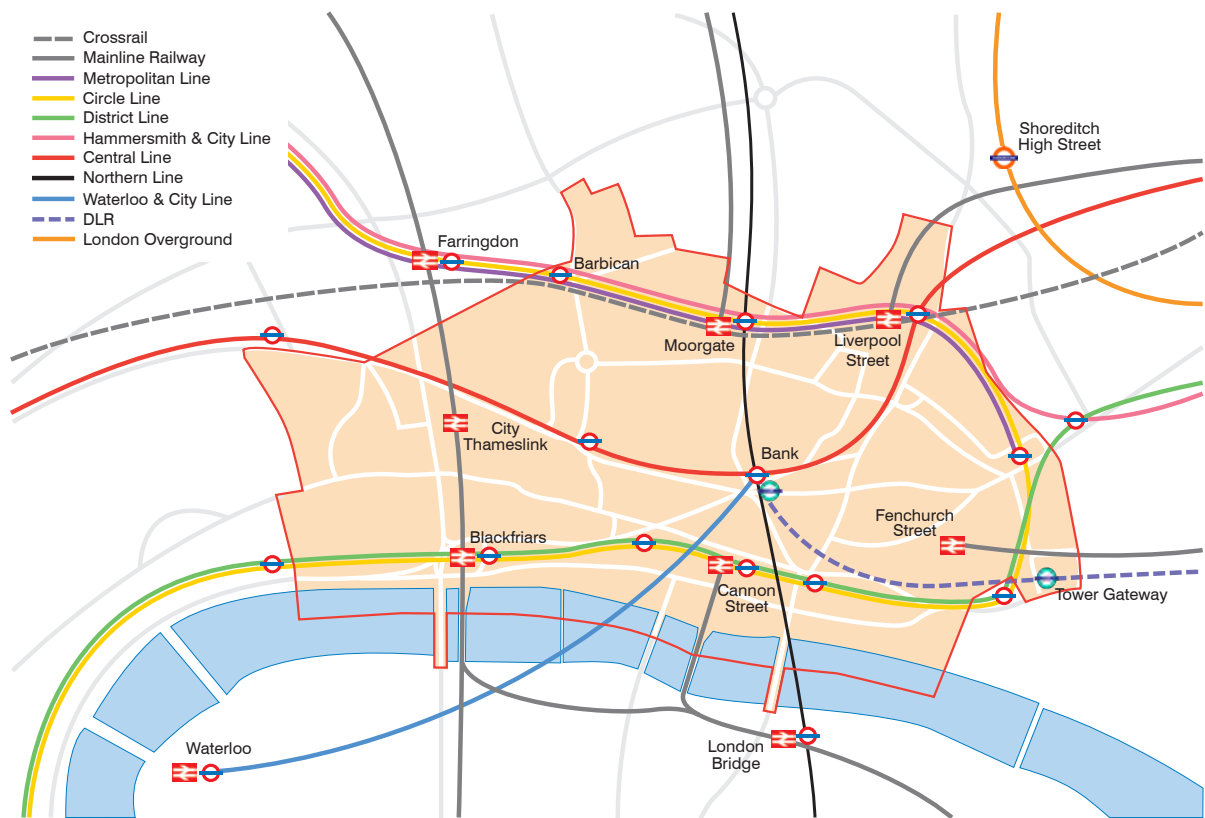


Figure 17: Public Transport

Who will deliver		
How we will make it happen	Who	When
<b>Public transport</b> Crossrail: partnership working with Crossrail Ltd to secure implementation of Crossrail through the City and provision of additional funding, including through s106 agreements. Thameslink: accommodating construction work at Blackfriars and London Bridge and Farringdon Stations.  London Overground (East London Line) extensions to Highbury & Islington and Clapham Junction . Bank Station congestion relief project.  Working with other stakeholders, to secure funding, aid implementation and reduce disruption associated with transport improvement schemes.  Review of bus provision and routes serving the City.	City Corporation- Crossrail Ltd- Mayor of London- Developers  Network Rail- First Capital Connect- City Corporation- LB Southwark- LB Islington-  TfL- LB Tower Hamlets  TfL- City Corporation City Corporation- TfL- Transport & Infrastructure Providers- Developers  TfL- City Corporation	Completion 2018  Completion 2018  Completion 2012  2010- 2021  Ongoing  By 2015
<b>Walking and cycling</b> Securing funding for, designing and implementing environmental enhancement strategies and programmes.  Securing funding for designing and implementing cycle facilities.  Secure funding and improvements to the Aldgate (St Botolphs section) gyratory systems.	City Corporation- TfL- Developers- City of London Police  City Corporation- TfL- Developers  City Corporation- TfL- Developers	Reviewed annually  Reviewed annually  Medium Term
<b>Congestion and air quality</b> Require transport assessments, construction logistics plans, travel plans and servicing/delivery plans to be submitted with planning applications. Detailed requirements will be defined in the Development Management DPD.	City Corporation- Developers	Ongoing  2012

Implementation of the City of London Air Quality Action Plan.	City Corporation- Mayor of London- Neighbouring boroughs- Developers	2010-2015
Engaging in consultation on the Mayor of London's transport plans.	City Corporation- Mayor of London	Mayors Transport Strategy – 2010
Using the Development Management DPD to identify suitable traffic management measures, such as parking standards.	City Corporation	2012

### SUPPORTING EVIDENCE

- Crossrail Context Report for the City of London *Crossrail* 2009
- Supplementary Planning Guidance: use of planning obligations in the funding of Crossrail *Mayor of London* July 2010
- City of London Rail Strategy *City of London* 2009
- Street Scene Enhancement Strategies and Area Delivery Plans *City of London* 2005 – 2010
- City of London Cycling Plan *City of London* 2005
- Cycle Parking Strategy *City of London* 2010
- City of London Local Implementation Plan *City of London* 2007
- TfL Investment Programme 2009/10 to 2017/18 *Transport for London* 2010

3.16.8 The Sustainability Appraisal concluded that this policy is expected to result in beneficial social, environmental and economic impacts. There could be negative impacts including the loss of a Site of Importance for Nature Conservation associated with Crossrail construction. This is mitigated through Policy CS5 which requires restoration of worksites to deliver enhanced biodiversity. Possible impacts on historic buildings are mitigated through Policy CS12 and potential water quality impacts resulting from greater use of river transport are mitigated through Policy CS15.

### RISK MANAGEMENT

3.16.9 Although funding for the major passenger rail schemes has been secured, funding of the complementary enhancements to the City's streets and walkways may be difficult to secure in the short to medium term. To address this, the City Corporation will seek funding from other stakeholders and partners and prioritise public realm schemes that deliver the greatest benefits and complement transport improvement phasing.

3.16.10 Crossrail will produce significant improvements in transport capacity necessary to deliver long term economic growth. The City Corporation considers that short to medium term needs can be addressed by planned improvements to the capacity and management of the underground network and the significant enhancement to Thameslink. If Crossrail is delayed significantly beyond its



scheduled opening in 2017 then a review of the Core Strategy may be needed to take account of the potential impact on employment growth.

3.16.11 Climate change impacts could affect the viability, reliability and comfort of long-distance commuting. Monitoring will highlight trends and identify possible impacts on the City's business role.

### **MONITORING**

3.16.12 Key monitoring indicators are:

#### **Public transport**

- TfL published data on numbers of underground, bus and river passenger journeys
- Progress on Crossrail and other major public transport schemes
- Number of stations with step free access

#### **Walking and cycling**

- Number and quality of public realm enhancement schemes
- Number of cycle parking spaces
- Number of pedal cycle thefts
- Percentage of people commuting to work by cycle
- Road Traffic Casualty Indicator (LIP)

#### **Congestion and air quality**

- Motor vehicle congestion – COL bi-annual journey time survey
- Pedestrian Flows survey data



## WASTE

3.17.1 Waste management in the City is unusual in that a high proportion of the City's waste comes from commercial rather than domestic premises. Much of this commercial waste is collected and managed by private contractors, who work across local authority boundaries, so the exact amount of waste produced in the City is difficult to verify. The London Plan projects that the City's total waste arisings for 2026 will be 558,000 tonnes.

3.17.2 Waste collected by the City Corporation is known as municipal waste, 90% of which is waste from commercial premises. The City's municipal waste is taken to Walbrook Wharf enabling sustainable onward transport by river rather than road. The City's Municipal Waste Management Strategy 2008-2020 shows that recycling rates for municipal, construction and demolition waste are increasing significantly. It also identifies use of the riverside energy-from-waste facility in the London Borough of Bexley as the preferred option for the management of the City's municipal waste, which was formerly sent to a landfill site in Essex. This minimises the carbon impact of waste transport by using sustainable transport and contributes to the London Plan objective of managing London's waste within London.

3.17.3 Major infrastructure projects such as Crossrail and the Thames Tideway Tunnel will generate large quantities of waste and recyclables during construction which will need to be transported to appropriate facilities outside of the City.

3.17.4 The London Plan and the Mayor's Municipal Waste Management Strategy set the framework for waste management in London. These strategies promote the waste hierarchy: prevention, preparing for reuse, recycling, other recovery, and disposing only as a last resort. The London Plan has set a waste apportionment figure requiring the City to identify sites with capacity to manage 100,000 tonnes of waste annually until 2031. This figure represents the City's contribution to meeting the Mayor's target of 100% net self-sufficiency in the management of London's waste by 2031. The London Plan sets out criteria for the selection of waste management sites, which the City of London Waste Capacity Study 2009 has used to evaluate potential sites in the City. This study shows that, with current technologies and economic considerations, there is no viable waste management capacity within the Square Mile and that the City will not be able to satisfy the London Plan waste apportionment within its boundaries. The City Corporation is therefore working with the London Borough of Bexley, utilising spare waste management capacity in Bexley, to ensure that the City's waste apportionment can be met. In the future, changing economics and new waste management technologies may mean that small scale waste management becomes viable within the City. Such changes will be identified through regular review of the City's Waste Capacity Study.

3.17.5 The London Plan sets out borough apportionments for land-won aggregates which should be reflected in borough DPDs. No apportionment is made for the City of London and there is no requirement to include a policy for minerals within this Core Strategy.

## Policy CS17: Waste

To support City businesses, residents and visitors in making sustainable choices regarding the minimisation, transport and management of their waste, capitalising on the City's riverside location for sustainable waste transfer and **eliminating reliance on landfill for municipal solid waste (MSW) by:**

1. Enabling waste minimisation and adherence to the waste hierarchy:
  - (i) requiring the provision of facilities for waste segregation, handling and **management within new developments;**
  - (ii) increasing the proportion of municipal solid waste recycled to at least 45% by 2015 in line with the City of London Municipal Waste **Management Strategy;**
  - (iii) promoting improved waste management choices for businesses and residents.
2. Enabling waste to be managed at the nearest available suitable location:
  - (i) identifying waste management capacity in the City, or elsewhere in London, to meet the City's London Plan waste apportionment target, including through partnership working with the London Borough of Bexley.
  - (ii) safeguarding Walbrook Wharf as a waste handling site and investigating the potential for waste management, alongside its waste transfer function.
3. Enabling the sustainable transport of materials including waste and recyclables by river:
  - (i) safeguarding Walbrook Wharf as a wharf suitable for river transport of **materials including waste;**
  - (ii) exploring the potential for further use of waterways for the transport of waste and construction materials subject where appropriate, to the potential impact on Natura 2000 sites.



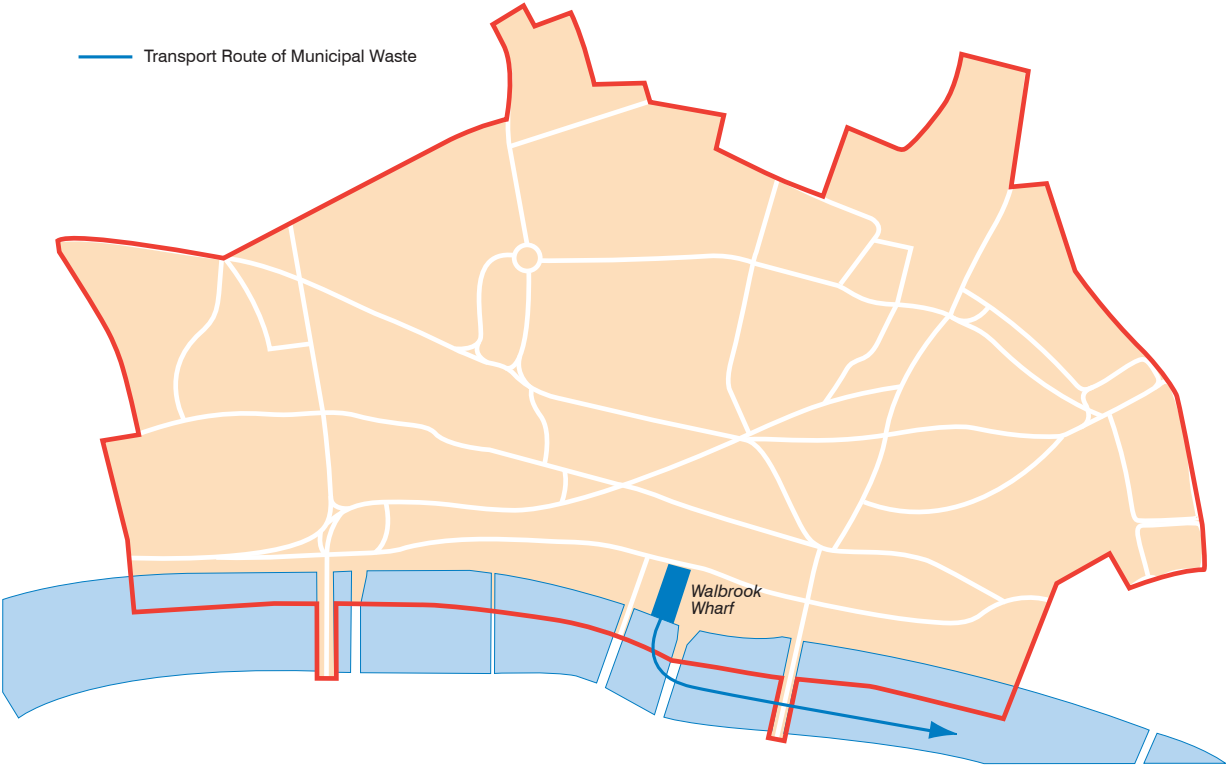


Figure 18: Walbrook Wharf safeguarded site

Who will deliver		
How we will make it happen	Who	When
<b>Waste hierarchy</b> Requiring sustainability statements to address waste management in new development.  Improving recycling services in line with the City's Municipal Waste Management Strategy and promoting uptake of City recycling services.  Sponsoring and promoting waste initiatives and awards schemes such as the Clean City Awards and Sustainable City Awards.  Improving the collection of data on waste to inform implementation and future review of relevant strategies and the Core Strategy.	City Corporation-Developers	Ongoing
	City Corporation-Waste contractors- City businesses-Residents	45% by 2015
	City Corporation-City businesses-Residents	Annually
	City Corporation-Environment Agency-Defra-Mayor of London-Waste contractors	5 yearly review of City's Waste Capacity Study

<p><b>Waste apportionment</b> Joint working to meet the City's London Plan waste management apportionment target on sites elsewhere in London.</p> <p>Reviewing the City of London Waste Capacity Study every 5 years and implementing any identified changes in viability of waste management within major developments through policy guidance in the Development Management DPD.</p> <p>Set out assessment criteria for new waste management sites in the Development Management DPD.</p>	<p>City Corporation- Other London boroughs- Mayor of London</p> <p>City Corporation</p> <p>City Corporation</p>	<p>In line with London Plan waste management apportionment targets</p> <p>By 2016</p> <p>2012</p>
<p><b>Waste transport</b> Upholding of Ministerial Direction safeguarding Walbrook Wharf and maintaining it as a wharf suitable for the river-based movement of materials, including waste.</p> <p>Requiring site waste management plans and construction logistics plans to consider transport of materials, including waste, via river or canal.</p> <p>Detailed requirements will be defined in the Development Management DPD.</p>	<p>City Corporation</p> <p>City Corporation- Developers</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2012</p>

#### SUPPORTING EVIDENCE

- Waste Arisings in the City of London *AEA for the City of London* 2008
- Waste Management Capacity in the City of London *AEA for the City of London* 2009
- Waste Apportionment – investigation of the potential for joint working with other boroughs *City of London* 2008, 2009 and 2010
- London Waste Apportionment Study *Jacobs Babtie for the Mayor of London* 2006
- London Waste Apportionment Study Update and further sensitivity testing *Jacobs Babtie for the Mayor of London* 2007
- City of London Municipal Waste Management Strategy *AEA for the City of London* 2008

3.17.6 The Habitats Regulation screening highlighted the potential of using waterways for the movement of waste to affect Natura 2000 sites. Therefore specific reference to such sites has been included in the policy. The Sustainability Appraisal identified potential transport impacts of changes in waste collection.



This is mitigated by Policy CS16 which promotes the use of alternative fuelled vehicles to reduce emissions and Policy CS19 which promotes enhancement of biodiversity particularly on the River Thames.

### RISK MANAGEMENT

3.17.7 The viability of different waste management activities could change due to external factors such as changes in markets for recycled products. Improved data and monitoring will identify trends and associated issues in a timely manner. Encouragement to use recycled products at individual, business and building design levels is important in creating a market for recycled products. Review of the City of London Waste Capacity Study will highlight any changes in viability and further policy guidance will be provided in the Development Management DPD or a Supplementary Planning Document.

### MONITORING

3.17.8 Key monitoring indicators are:

#### Waste hierarchy

- Clean City Awards & Sustainable City Awards – participation rates
- Amount of municipal waste arising and percentage of this which is recycled
- Household waste collected per head

#### Waste apportionment

- Capacity of new waste management facilities by type

#### Waste transport

- Capacity for waste management and transfer at Walbrook Wharf
- Total waste transported by river





FLOOD RISK

3.18.1 Although the City stands beside the Thames, it is built on relatively high ground and so is at low risk of flooding. Two natural watercourses, the River Fleet and the Walbrook, flow through the City, but both these rivers have been fully canalised and now form part of London's extensive sewer network.

3.18.2 The City is protected by local flood defences along the Thames riverside and by the Thames Barrier at Woolwich as part of the wider protection of London. The zone at risk of flooding, in the unlikely event of flood defence breach or overtopping, is confined to an area close to the Thames. Critical drainage areas which are at risk of sewer flooding in extreme circumstances extend along the Thames riverside and up the former Fleet Valley towards Smithfield. Some neighbouring boroughs contain extensive low-lying areas close to the City and flooding in these could adversely affect the City's transport, communications and essential services. It is therefore important that flood risk is considered strategically.

3.18.3 Uncertainties exist in predicting the future flood risk due to the effects of climate change, such as sea level rise and an increase in extreme weather events. The Environment Agency is carrying out extensive research to inform future plans for flood protection of Thames Estuary and tidal Thames areas, including modelling for climate uncertainties. Future UK Climate Projections (UKCP) will inform reviews of all assessments and strategies related to flood risk.

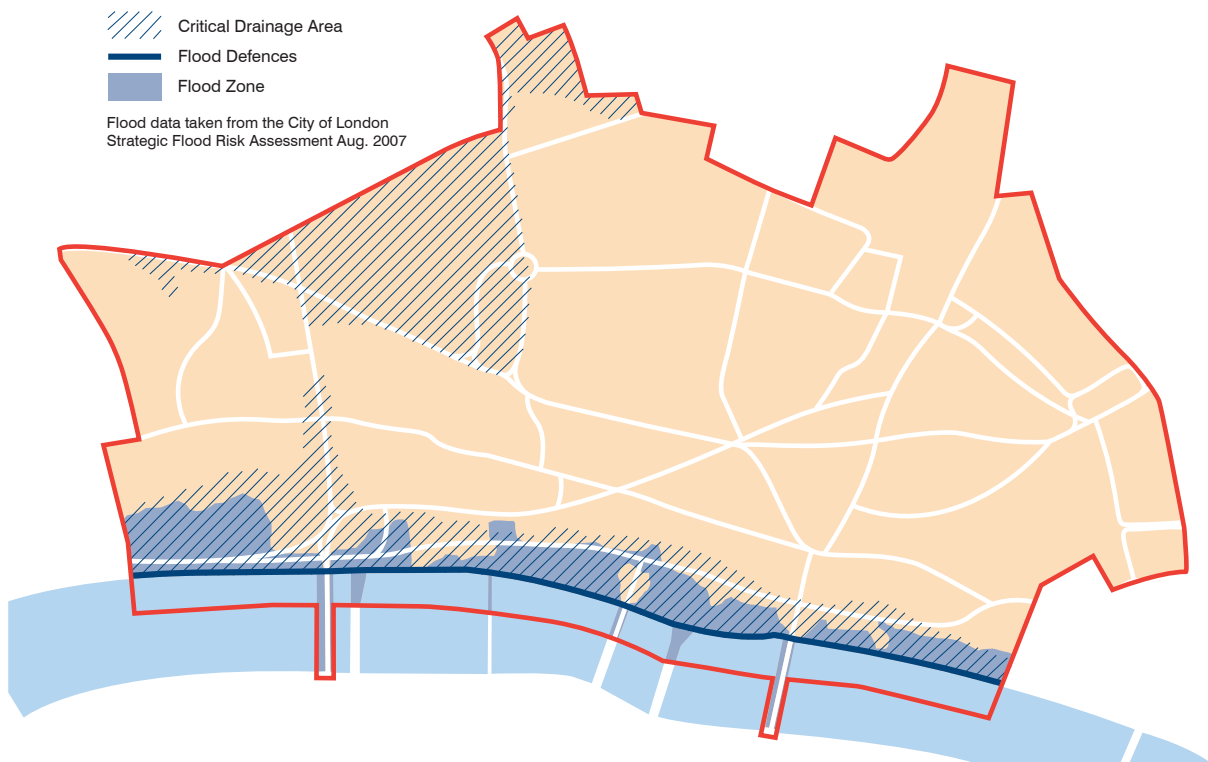


Figure 19: Flood risk areas

3.18.4 Government guidance (currently set out in PPS25) sets out requirements for planning and development in relation to flood risk. In accordance with this guidance, the City of London has published its Strategic Flood Risk Assessment (SFRA), which identifies areas of the City that are at risk of flooding from a range of sources. It has also prepared a Climate Change Adaptation Strategy, which highlights the actions required to adapt to the increased flood risk due to climate change.

### Policy CS18: Flood Risk

**To ensure that the City remains at low risk from all types of flooding, by:**

- 1. Minimising river flooding risk, requiring development in Flood Risk Areas to seek opportunities to deliver a reduction in flood risk compared with the existing situation:**
  - (i) applying the sequential test and exception test as set out in PPS25 and requiring Flood Risk Assessments to be submitted, in support of all planning applications in Flood Risk Areas (Environment Agency Flood Zones 2 and 3 and critical drainage areas) and for major development proposals elsewhere;
  - (ii) protecting and enhancing existing flood defences along the riverside, particularly those identified as fair or poor in the current City of London SFRA. Development adjacent to the River Thames must be designed to allow for maintenance of flood defences.
- 2. Reducing the risks of flooding from surface water throughout the City,** ensuring that development proposals minimise water use and reduce demands on the combined surface water and sewerage network by applying the London Plan drainage hierarchy.
- 3. Reducing rainwater run-off,** through the use of suitable Sustainable Urban Drainage Systems (SUDS), such as green roofs and rainwater attenuation measures, particularly in critical drainage areas.
- 4. Ensuring that wider flood defences afford the highest category of protection** for the City, participating in the development and implementation of the Environment Agency's Thames Estuary 2100 project.
- 5. Reviewing and updating the City of London's Strategic Flood Risk Assessment** at least every 5 years or more frequently if circumstances require, to ensure that changes in flood risk are identified and suitable responses implemented.

Who will deliver		
How we will make it happen	Who	When
<b>River flood risk</b> Manage development to ensure adherence to Government guidance (currently set out in PPS25) and consult the Environment Agency according to current Standing Advice. Detailed requirements will be defined in the Development Management DPD.  Liaison with Environment Agency on proposed flood defence improvements.	City Corporation- Developers- Environment Agency   City Corporation- Developers- Landowners- Environment Agency	Ongoing   2012   Annual review SFRA to be updated every 5 years
<b>Surface water</b> Preparation and implementation of Surface Water Management Plans for the City and Camden through the Drain London Project. Application of the London Plan drainage hierarchy for surface water management in the built environment.  Detailed requirements will be defined in the Development Management DPD.	City Corporation- LB Camden- Drain London Forum  City Corporation- Developers- Thames Water	SWMP to be completed by 2011  Ongoing. Associated with all built development  2012
<b>Wider flood risk</b> Contributing to consultations and implementation of the TE 2100 Action Plan.  Review of neighbouring boroughs' LDFs to ensure adequate wider protection.	City Corporation- Developers- Environment Agency  City Corporation- Neighbouring boroughs	TE 2100 Action Plan 2010  As LDF documents are issued for consultation
<b>Climate change</b> Review of the City's SFRA according to EA guidance.	City Corporation- Environment Agency	By 2012

## **SUPPORTING EVIDENCE**

- City of London Strategic Flood Risk Assessment *Mouchel for the City of London* 2007
- Environment Agency - Thames Estuary 2100 Flood Risk Management Plan *Environment Agency* 2009
- City of London Climate Change Adaptation Strategy *Acclimatise for the City of London* 2008 and *Action Plan Update* 2010
- UK Climate Projections 09 Key Findings for London *Climate Impacts Programme* 2009

3.18.5 The Sustainability Appraisal found that this policy is likely to have beneficial impacts both locally and regionally against the relevant social, environmental and economic objectives.

## **RISK MANAGEMENT**

3.18.6 Climate change prediction through UKCP may identify different impacts that need to be addressed, including issues beyond the City's boundaries. Keeping the City's SFRA up to date will ensure timely identification of these impacts.

## **MONITORING**

3.18.7 Key monitoring indicators are:

### **River flooding**

- Number of permissions granted contrary to EA advice

### **Surface water**

- Number of green roofs

### **Climate change**

- Changes in flood risk, identified through review of the Strategic Flood Risk Assessment



# CITY COMMUNITIES

## STRATEGIC OBJECTIVE 5:

To ensure the provision of inclusive facilities and services that meet the high expectations of the City's business, resident, student and visitor communities, aiming for continuous improvement in the City's rating in satisfaction and quality of life surveys.

This strategic objective addresses the following themes in The City Together Strategy – achieving a world class city which:

- Is competitive and promotes opportunity;
- Supports our communities;
- Protects, promotes and enhances our environment;
- Is vibrant and culturally rich;
- Is safer and stronger.

Delivery will be through the implementation of policies:

**CS19: Open Spaces and Recreation**

**CS20: Retailing**

**CS21: Housing**

**CS22: Social Infrastructure and Opportunities**





## OPEN SPACES AND RECREATION

3.19.1 The City of London is densely built up and is in a GLA - defined 'area of deficiency in access to nature'. Despite this it has a large number of small open spaces. These include both private and public spaces - approximately 70% of all open space in the City is publicly accessible. Many open spaces are of historic value, such as churchyards, whilst others are of more recent origin, created by the City Corporation and others to increase the amount of open space. These spaces are well used by the workers, residents, students and visitors. Open spaces provide opportunities for relaxation and recreation and help to achieve healthy lifestyles. Green open space, as well as other environmental features such as trees and green roofs, contribute to the network of green infrastructure throughout the City.

3.19.2 Providing enough publicly accessible open space to meet the needs of the daytime population in the densely developed City has long been a challenge, which will be made increasingly difficult by the predicted growth in the workforce. The City of London Open Space Strategy and Play Strategy identify current open spaces and recreational facilities and highlight areas of need. At present, there are 0.06 hectares of publicly accessible open space per thousand daytime population and it is important that this ratio should not fall as the daytime population grows. Publicly accessible open space provision needs to increase, especially in the eastern sector of the City, where current provision is lowest and the greatest increase in workers and density of development is expected. The City Corporation has been actively working through its 'Street Scene Challenge' to enhance highways and existing spaces to create high quality, publicly accessible civic open spaces, catering for a variety of different uses.

3.19.3 The City has a number of public and private sports facilities, such as gyms and swimming pools, which are well used and operating at near capacity levels. The growth in the working and residential populations, as well as the promotion of healthy lifestyles and emphasis on the Olympic Games, are likely to result in an increased demand for these facilities. Play facilities are also needed by children for both those living in and visiting the City. It is important, therefore, that further play spaces are provided near to residential and tourist areas.

3.19.4 The City's open spaces also include a number identified as Sites of Borough and Local Importance for Nature Conservation by the GLA. The City Biodiversity Action Plan outlines how biodiversity will be enhanced, including target species and habitats.

3.19.5 Although the policy addresses open space in the City, the City Corporation also manages over 4,000 hectares of open spaces for the benefit of London as a whole (including Epping Forest, the North Downs Commons, Burnham Beeches, Highgate Wood and Queen's Park, Hampstead Heath, West Ham Park and Bunhill Fields).

## Policy CS19: Open Spaces and Recreation

To encourage healthy lifestyles for all the City's communities through improved access to open space and facilities, increasing the amount and quality of open spaces and green infrastructure, while enhancing biodiversity, by:

1. Seeking to maintain a ratio of at least 0.06 hectares of high quality, publicly accessible open space per 1,000 weekday daytime population:
  - (i) protecting existing open space, particularly that of historic interest, or ensuring that it is replaced on redevelopment by space of equal or improved quantity and quality on or near the site;
  - (ii) securing public access, where possible, to existing private spaces;
  - (iii) securing additional publicly accessible open space and pedestrian routes, where practical, particularly in the eastern part of the City;
  - (iv) creating additional civic spaces from underused highways and other **land where this would not conflict with other strategic objectives**;
  - (v) encouraging high quality green roofs, particularly those which are publicly accessible.
2. Improving access to new and existing open spaces, including those in neighbouring boroughs, promoting public transport access to nearby open space outside the City and ensuring that open spaces meet the needs of all of the City's communities.
3. Increasing the biodiversity value of open spaces, paying particular attention to sites of importance for nature conservation such as the River Thames. Protecting the amenity value of trees and retaining and planting more trees wherever practicable.
4. Improving inclusion and access to affordable sport, play and recreation, protecting and enhancing existing facilities and encouraging the provision **of further facilities within major developments**.



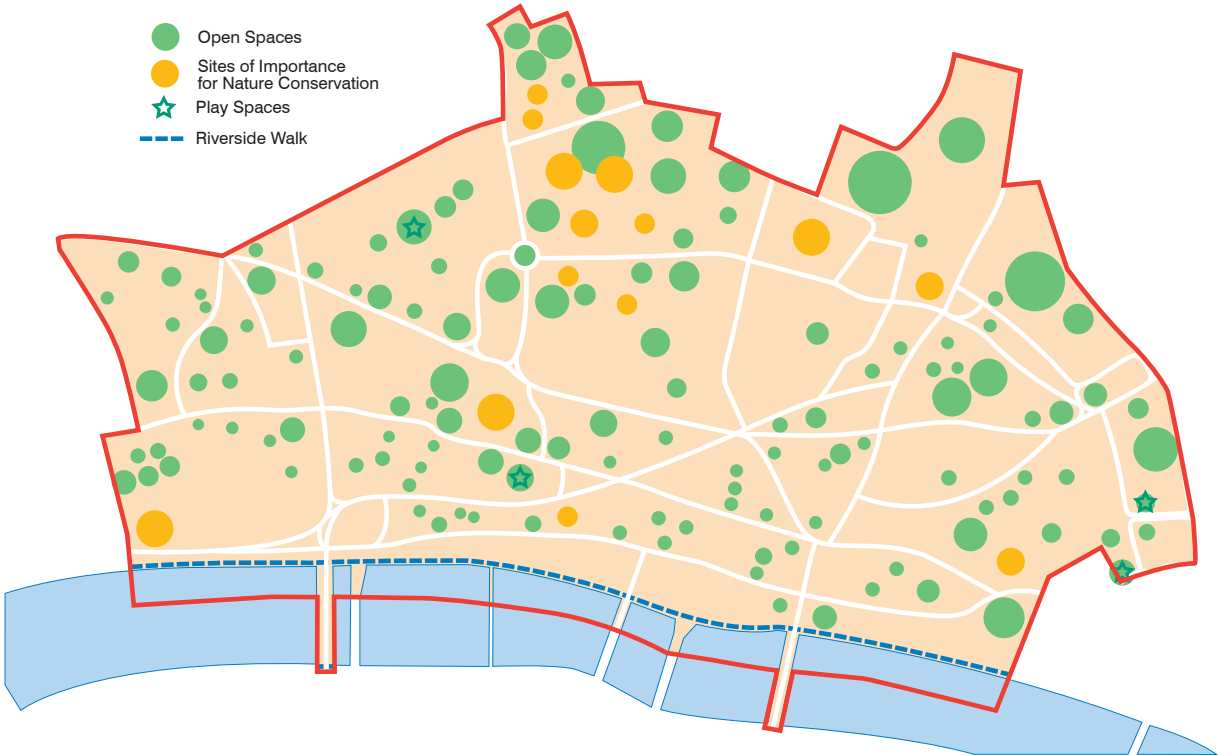


Figure 20: Open Spaces

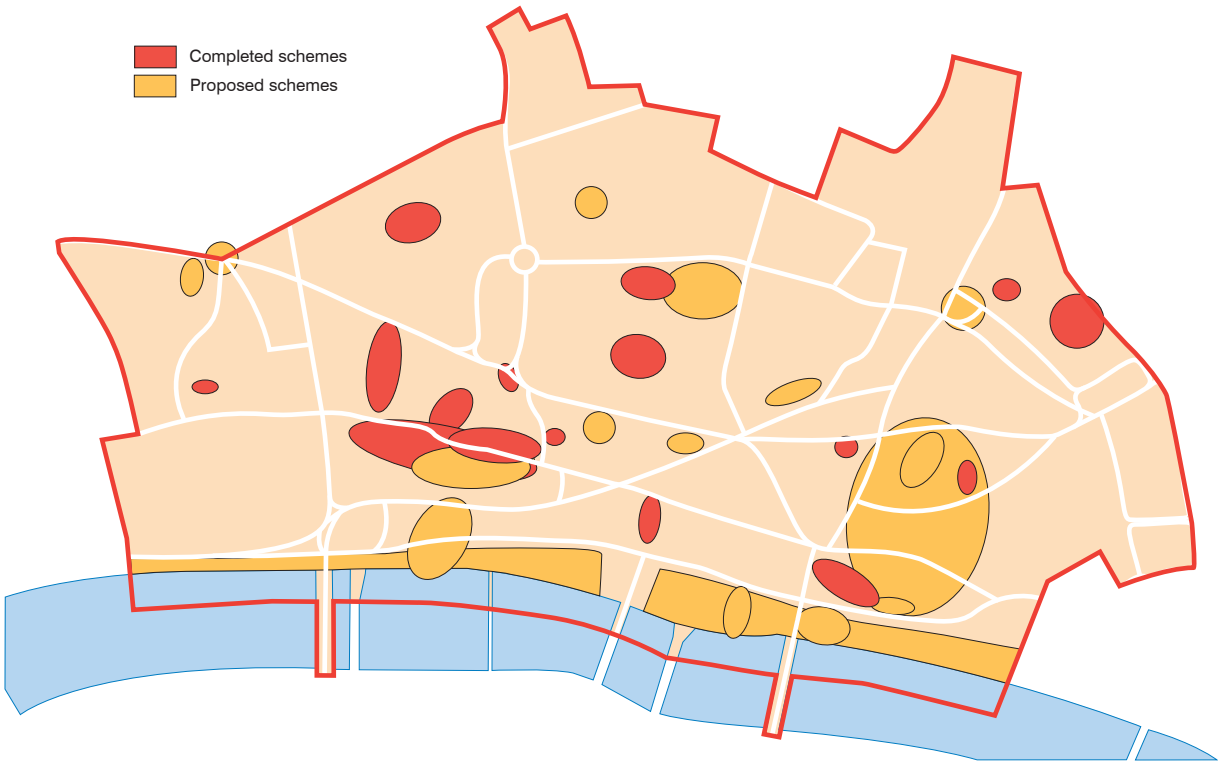


Figure 21: Environmental Enhancement Schemes

Who will deliver		
How we will make it happen	Who	When
<p><b>Increase amount of open space</b>  Negotiate access agreements in accordance with the City's Open Spaces Strategy.</p> <p>Ensure developments incorporate open space or contribute towards open spaces through developer contributions.</p> <p>Improve quality of open spaces through the City's Open Spaces Delivery Strategy and Management Plans for City gardens.</p> <p>Implement environmental enhancement strategies that provide increased open spaces on highways, creating links to neighbouring boroughs and taking into account sports uses.</p> <p>Further policies on the quality, quantity and accessibility of open spaces will be provided in the Development Management DPD.</p>	<p>City Corporation</p> <p>City Corporation-Developers</p> <p>City Corporation</p> <p>City Corporation-TfL</p> <p>City Corporation</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2012</p> <p>Ongoing</p> <p>2012</p>
<p><b>Access to open spaces</b>  Using City Corporation land ownership and management of open spaces to ensure they are safe and accessible.</p> <p>Partnership working with neighbouring boroughs to improve open spaces.</p>	<p>City Corporation</p> <p>City Corporation-Neighbouring boroughs-City Fringe Agencies</p>	<p>Ongoing</p> <p>Ongoing</p>
<p><b>Improve biodiversity</b>  Implementing the Biodiversity Action Plan.</p> <p>Using tree preservation orders to protect trees.</p> <p>Further detail on trees in the City will be given in the Tree Strategy SPD.</p> <p>More detail on incorporating biodiversity into open spaces and new developments will be given in the Development Management DPD.</p>	<p>City Corporation-City Biodiversity Action Plan Steering Group</p> <p>City Corporation</p> <p>City Corporation</p>	<p>2009 – 2014</p> <p>2012</p> <p>2012</p>

<b>Access to Sport and Play</b> Delivering improved play spaces and improved sports facilities through the Play Strategy Action Plan, Open Spaces Strategy and Sports Strategy. Improving and refurbishing Golden Lane Leisure Centre	Play Partnership and Sports Strategy Steering Group- City Corporation City Corporation	2007-2015  2012
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**SUPPORTING EVIDENCE:**

- Open Spaces Strategy *City of London* 2008
- Biodiversity Action Plan 2010 -2015 *City of London* 2009
- Draft Sports Strategy *City of London* 2010
- Street Scene Manual *City of London* 2005
- Play Strategy 2007 - 2010 *City of London* 2007

3.19.6 The Sustainability Appraisal of this policy notes that it is likely to result in beneficial environmental, social, and economic effects, although there may be slight conflict with transport, particularly in terms of creating more congestion and lower air quality. This is mitigated by Policy CS16.

**RISK MANAGEMENT**

3.19.7 Many open spaces are created in partnership with developers and are dependent in their timing on enabling development proceeding. Changes in the economic cycle can lead to short term variations in the availability and amount of developer contributions that can be used for the creation of further open spaces. Where development is reduced and contributions are slow coming forward funding will be sought from other sources.

3.19.8 Climate change could result in increased water use in summers, the inability of plants to cope with increased heat stress and increased need for open spaces to mitigate its impacts. This will be addressed through regular updates of the Open Spaces Strategy.

**MONITORING**

3.19.9 Key monitoring indicators are:

**Open spaces**

- The amount of open space in hectares
- People's opinions on open spaces in the City of London
- The quality of environmental enhancement schemes in the City of London

**Biodiversity**

- The number of Sites of Local Importance for Nature Conservation in the City
- Monitoring through the City's Biodiversity Action Plan
- Number of green roofs completed

**Sport, recreation and play**

- The number of completed recreation and play facilities in the City
- Usage of the Golden Lane Leisure Centre (as a proxy for leisure centre usage in the City)
- Residents' use of facilities (sport, libraries, recreation)

RETAILING

3.20.1 Retailing contributes to the City's vitality and provides an important service for all the City's communities – workers, residents and visitors. Consultation has shown that many workers and residents would like a better range and quality of shopping. Retail demand is dominated by the local working population, with footfall concentrated over weekday lunch times, resulting in a five day trading pattern with relatively few shops open at weekends. This has discouraged some major retailers from locating in the City. However, the above average spending power of the City's growing working and residential populations and the Square Mile's high accessibility by public transport creates significant opportunities for improvement to the retail offer.

3.20.2 The City has five Principal Shopping Centres (PSCs), which provide a variety of comparison and convenience shopping: Cheapside, Moorgate, Fleet Street, Liverpool Street and Leadenhall Market. Of these, Cheapside is considered to be the City's main high street. The PSCs are recognised in the London Plan as 'CAZ frontages'. Each of these centres has its own distinctive amenity, diversity and character. Outside these concentrations there are large numbers of scattered retail units which form convenient local centres and isolated units.

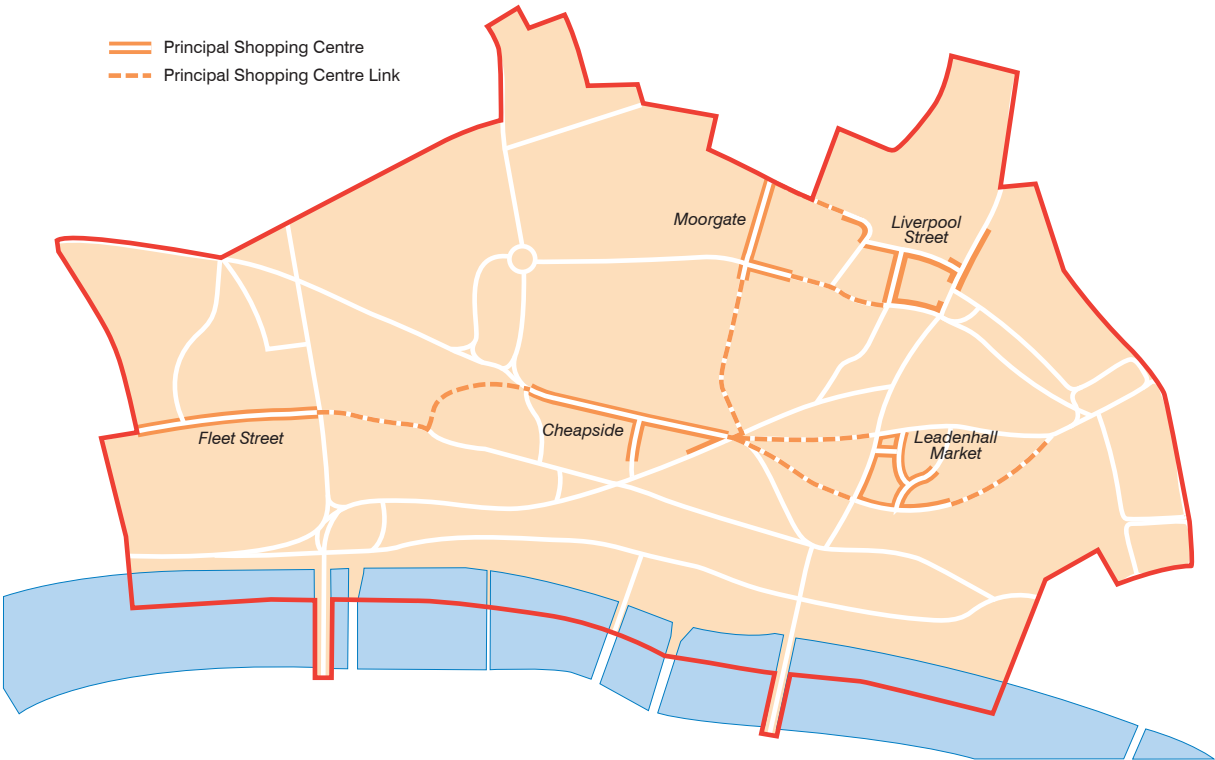


Figure 22: Principal shopping centres and links



3.20.3 This retail distribution currently has benefits of local convenience for workers and residents, but lacks focus, making it unattractive to some retailers and shoppers. The City's strategy is to strengthen the status of the five PSCs, enhancing the retail offer in the City and supporting its primary business function, whilst also drawing in shoppers from outside the Square Mile. Improving pedestrian links between the PSCs would encourage shoppers to move between the PSCs.

3.20.4 New retail development should have regard to the retail hierarchy in the City and adopt a sequential approach to site selection, whilst ensuring that it does not compromise the City's primary business function. Major shopping developments should locate within the PSCs and other retail uses should be located within the PSC links (shown on figure 22) to create attractive routes. Elsewhere in the City local facilities should be maintained, but not significantly expanded.

3.20.5 The Development Management DPD will consider the need to review PSC boundaries and set out policies for determining planning applications for retailing.

**Policy CS20: Retailing**

- To improve the quantity and quality of retailing and the retail environment, **promoting the development of the five Principal Shopping Centres and the linkages between them**, by:
1. Focussing new retail development on the Principal Shopping Centres, so that they become attractive shopping destinations. Encouraging movement between the Principal Shopping Centres by enhancing the retail environment in the links between them. **Achieving a gross increase in retail floorspace within the PSCs and links of at least 136,000m<sup>2</sup> by 2026.**
  2. **Requiring developers of major shopping proposals to demonstrate a sequential approach to site selection, looking firstly at locations within the Principal Shopping Centres, secondly at sites immediately adjoining the PSCs and links between centres and, thirdly, other areas in the City.**
  3. Giving priority to shops (A1 uses) within the Principal Shopping Centres, with other retail facilities directed to the peripheries of the centres and the links **between them resulting in an increase in the total A1 floorspace of 66,000m<sup>2</sup> by 2026.**
  4. Enhancing the environment of Principal Shopping Centres and the links **between them, specifically focusing on improving conditions for pedestrians, improving accessibility for all and ensuring a safe and secure retail environment.**
  5. Maintaining a scattered distribution of convenient local services elsewhere in the City by protecting existing retail facilities unless it is demonstrated that they are no longer required.

Who will deliver		
How we will make it happen	Who	When
<p><b>Principal Shopping Centres and links</b>            Apply the sequential approach to new retail development, encouraging A1 uses within PSCs.            Detailed policy on the application of the sequential test and assessment criteria for retail applications will be given in the Development Management DPD, including the size and design of retail units and protection of shops.            Detailed policy on shopping frontages and the character and development of the City's five Principal Shopping Centres will be given in the relevant Shopping Frontages SPDs.</p>	City Corporation- Developers- Retail operators	Ongoing  2012  2012
<p><b>Enhancing the environment</b>            Delivery of pedestrian improvements within PSCs through implementation of environmental enhancement strategies such as the Cheapside Area Strategy.            Promoting and co-ordinating the wider Cheapside area.</p>	TfL- City Corporation- Developers- Retailers  The Cheapside Initiative- Cheapside Long Term Delivery Management Group	Ongoing  2013  2013 onwards
<p><b>A safe and secure retail environment</b>            Implementation of the City of London Statement of Licensing Policy 2011, City of London Partnership Plan and Safety Thirst programmes.</p>	City of London Licensing Committee- City of London Police- Safer City Partnership	Ongoing  2009-2012

**SUPPORTING EVIDENCE:**

- City of London Retail Study *CBRE for City of London* 2006
- City of London Retail Study (Capacity) *Nathaniel Lichfield for City of London* 2010

3.20.6 The Sustainability Appraisal notes that this policy will lead to more people travelling to the City at weekends resulting in an increased need for servicing and delivery and increased waste and litter. How the City intends to address these issues is outlined in Policies CS16 and CS17.

**RISK MANAGEMENT**

3.20.7 Retail demand and development activity is dependent upon variations in the economic cycle. An economic downturn will lead to a reduction in the number of new retail units, an increase in the vacancy rate and decreased vibrancy in the City. The effect of the economic cycles will be monitored within the City to ensure the risk is sufficiently mitigated. If floorspace targets are not achieved this will trigger a review of retail policy in the Core Strategy or the detailed application of policy through the Development Management DPD.

3.20.8 Reduced retail activity will reduce developer contributions towards service and environmental improvements. The City will address this by seeking alternative funding sources and prioritising street scene enhancement strategies.

3.20.9 Focusing retailing, including bars, in particular areas may have implications for anti-social behaviour and the way in which the area is managed. It is important that the City Corporation continues to work with the Safer City Partnership and the licensing committee to ensure safety. If safety is found to be significantly affected this would trigger enhanced partnership working with the City Police to develop new safety measures.

**MONITORING**

3.20.10 The City Corporation will monitor the vitality and viability of the PSCs through its three yearly retail survey. Key monitoring indicators are:

**Retailing**

- Amount of A1 retail use permitted, under construction and completed within the PSCs and the PSC links
- Number of A1 retail units outside of PSCs and the linkages between them
- Percentage of A1 units within each PSC
- Ratio of convenience to comparison goods units
- Retail vacancy rate
- Accessibility to shops, in terms of step and door access
- Retail needs study kept up to date

**Environmental enhancement**

- Number of environmental enhancement projects within PSCs and their immediate surrounds and links

## HOUSING

3.21.1 A thriving residential community adds to the City of London's vitality and makes it livelier and safer outside working hours. The residential population of approximately 10,000 is small in comparison to the daily working population, but is growing. The GLA's 2010-based projections suggest that the City's population will increase to approximately 12,000 by 2026. The City's housing is concentrated around the edge of the City in four estates (the Barbican, Golden Lane, Middlesex Street and Mansell Street) and also in Smithfield, the Temples, near the River, Fleet Street and Carter Lane. Most residential units developed in the City are flats with one or two bedrooms. There have also been a number of units developed for short-term lets, which are considered to fulfil more of a 'hotel' role for the City's business community.

3.21.2 In recent years most new residential development has been located in or near existing residential concentrations. This allows greater opportunities for creating peaceful areas and a high quality residential environment. It avoids potential conflict with commercial and office uses, and the concentrations are more easily serviced with facilities required by residents. Residential development will be guided by the density matrix in the London Plan.

3.21.3 The Strategic Housing Market Assessment (SHMA) supports the need for additional housing in the City including affordable units. Research commissioned by the City Corporation indicated that there was sufficient capacity to provide over 800 housing units during the next decade from small-scale windfall sites in the City. Together with large sites in the development pipeline, there is sufficient capacity to meet the London Plan annual average monitoring target of 110 additional homes between 2011 and 2021 (the Housing Trajectory is shown in Figure 24). On the basis of past trends it is anticipated that there will be a sufficient supply of housing to achieve targets up to 2026. References to housing include market and affordable housing, hostels, sheltered and special needs housing and non-self contained accommodation, in accordance with the London Plan definition.

3.21.4 The size and commercial character of the City mean that new housing development has come through 'windfall' development rather than through the allocation of sites. Most housing developments in the City are either redevelopment, conversion or change of use of existing buildings and the majority of new housing comes forward on sites of under 10 units. Evidence demonstrates that the reliance on windfalls has delivered a steady stream of new housing, meeting and exceeding target requirements (City of London Schedules of Development). There is no reason to suppose that windfalls will not, in the future, continue to deliver the required level of housing.

3.21.5 There is a presumption that new affordable housing should be provided on site. However, as land within the City is an expensive and limited resource, the City Corporation also works with housing partners to deliver new affordable housing on sites in the City fringe and in neighbouring boroughs utilising commuted sums from commercial and housing developments within the City. This approach is supported by the London Plan and provides affordable housing in locations in or near the City that meet local housing need, whilst making the best use of City land for strategically important commercial activity. Since 2000,

approximately 500 affordable homes have been provided in neighbouring boroughs and 43 within the City through this mechanism. An Affordable Housing Viability Study has been undertaken to support the implementation of the affordable housing targets set out in this policy.

3.21.6 The Mayor of London has completed a Strategic Housing Land Availability Assessment for London, providing guidance on the amount of land potentially available in the City for residential development. The East London Housing Partnership, of which the City is a member, has published a SHMA, looking at housing need in the East London region and updating the City's Housing Need Study. The SHMA indicates a need for an affordable housing tenure split of 70:30 (social rented: intermediate housing).

3.21.7 The London Boroughs' Gypsy and Traveller Accommodation Needs Assessment (2008) carried out for the Mayor indicates that there is no requirement to provide gypsy and traveller pitches or accommodation for travelling showmen in the City.

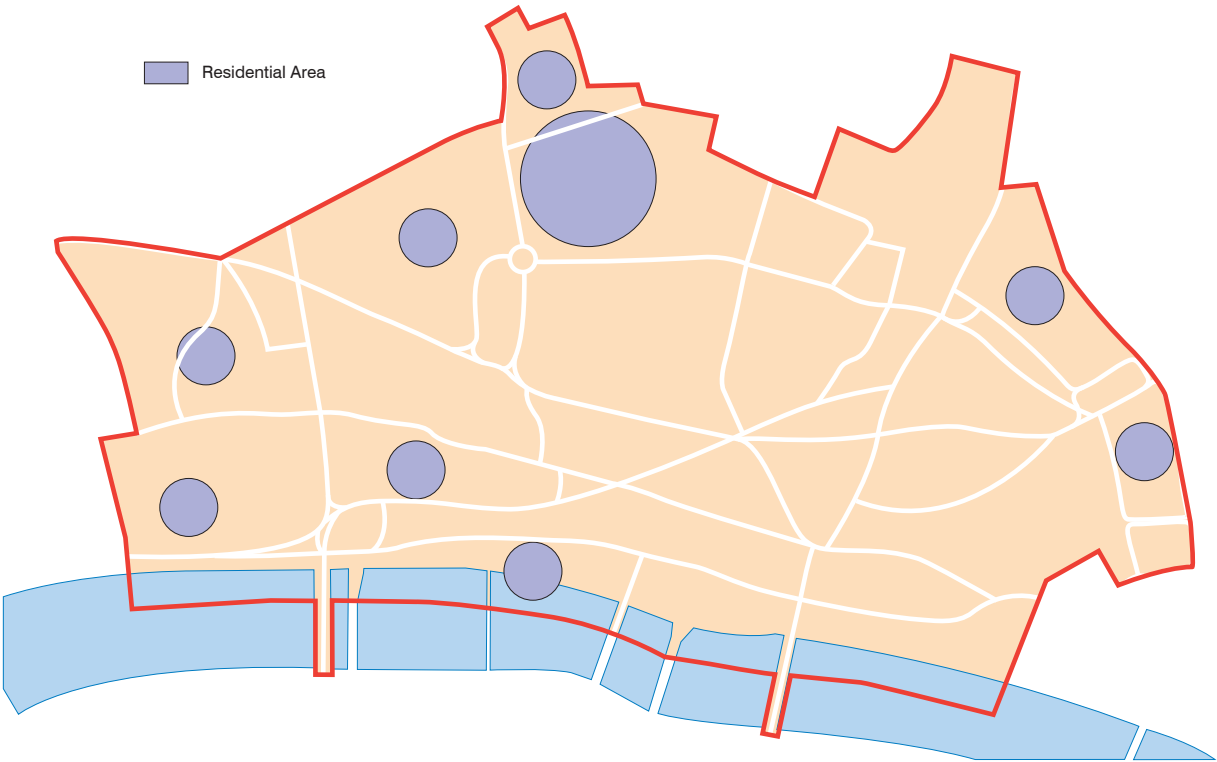


Figure 23: Residential areas

## Policy CS21: Housing

To protect existing housing and amenity and provide additional housing in the City, concentrated in or near existing residential communities, to meet the City's needs, securing suitable, accessible and affordable housing and supported housing, by:

1. Exceeding the London Plan's minimum annual requirement of 110 additional residential units in the City up to 2026:
  - (i) guiding new housing development to and near existing communities;
  - (ii) protecting existing housing;
  - (iii) refusing new housing where it would prejudice the primary business function of the City and the comprehensive redevelopment of potential large office sites;**
  - (iv) exceptionally, allowing the loss of isolated residential units where there is a poor level of amenity.
2. **Ensuring sufficient affordable housing is provided to meet the City's housing need and contributing to London's wider housing needs by requiring residential developments with the potential for 10 or more units to:**
  - (i) provide 30% affordable housing on-site or 60% equivalent affordable housing units off-site (aiming to achieve an overall target of 30% affordable housing across all sites). These targets should be applied **flexibly, taking account of individual site and scheme viability;**
  - (ii) provide 60% of affordable units as social rented housing and 40% as intermediate housing, including key worker housing.
3. Providing affordable housing off-site, including the purchase of existing **residential properties on the open market to meet identified housing needs,** such as large units for families.
4. Requiring all new and, where possible, converted residential units to meet Lifetime Homes standards and 10% of all new units to meet Wheelchair Housing standards (or be easily adaptable to meet these standards).



Who will deliver		
How we will make it happen	Who	When
<b>Targets and locations</b> Monitoring the net gain in housing in the City, off-setting the loss of housing units against new supply. The Development Management DPD will set out more detailed policies on the protection of existing housing in appropriate locations and for new residential units not in or near existing residential concentrations	City Corporation-Developers	Ongoing  2012
<b>Affordable housing</b> Deliver affordable housing targets through s106 agreements and planning contributions.  Using planning contributions related to commercial development in the City and joint ventures to provide affordable housing in areas outside the City and purchase suitable properties off the open market.  Further guidance on affordable housing and commuted sums will be included in the Development Management DPD.	City Corporation-Developers-RSLs  City Corporation-Joint Venture Partners-Developers-Space Check	Ongoing  Consultants currently advising on possible joint ventures
<b>Type of housing</b> Detailed policies for determining the appropriate location (including guidance on residential clusters), mix and type of housing and consideration of residential amenity issues will be included in the Development Management DPD.	City Corporation	2012

#### SUPPORTING EVIDENCE

- City of London Strategic Housing Market Assessment *City of London* 2010
- The London Strategic Housing Land Availability Assessment and Housing Capacity Study *Mayor of London* 2009
- City of London Affordable Housing Viability Study *City of London* 2010
- Study of Additional Residential Development Capacity for the City of London 2007-2017 *London Development Research* 2005,

3.21.8 The Sustainability Appraisal notes that this policy is expected to result in positive social impacts. Potential negative environmental impacts due to the increased use of resources and increase in waste production would be mitigated through Policy CS15 and Policy CS17. Uncertain economic impacts on developers resulting from affordable housing requirements would be mitigated by applying the affordable housing element of the housing policy in accordance with viability assessments.

## RISK MANAGEMENT

3.21.9 All housing sites in the City are windfall sites, making the City's housing sector vulnerable to the economics of development. It is expected that a reasonable supply of housing will continue to be delivered during the lifetime of the Core Strategy, as demonstrated by the Housing Trajectory in Figure 24.

3.21.10 Fluctuation in the economic cycle may lead to a reduction in planning contributions and a fall in residential development, impacting on the City's ability to meet the annual requirement and affordable housing target. In the event of a substantial reduction in residential development and affordable housing provision, the City will consider the opportunities for changing the use of vacant offices to residential in or near existing residential clusters where they would not prejudice the primary business function, seek amendments to the targets set out in the London Plan, seek alternative funding sources to finance affordable housing provision, or review the Core Strategy.

## MONITORING

3.21.11 Key monitoring indicators are:

### Housing targets and locations

- Net increase, type and location of residential completions
- Housing Trajectory
- Housing Quality

### Affordable housing

- Number and location of affordable housing completions
- Affordable housing units purchased on the open market

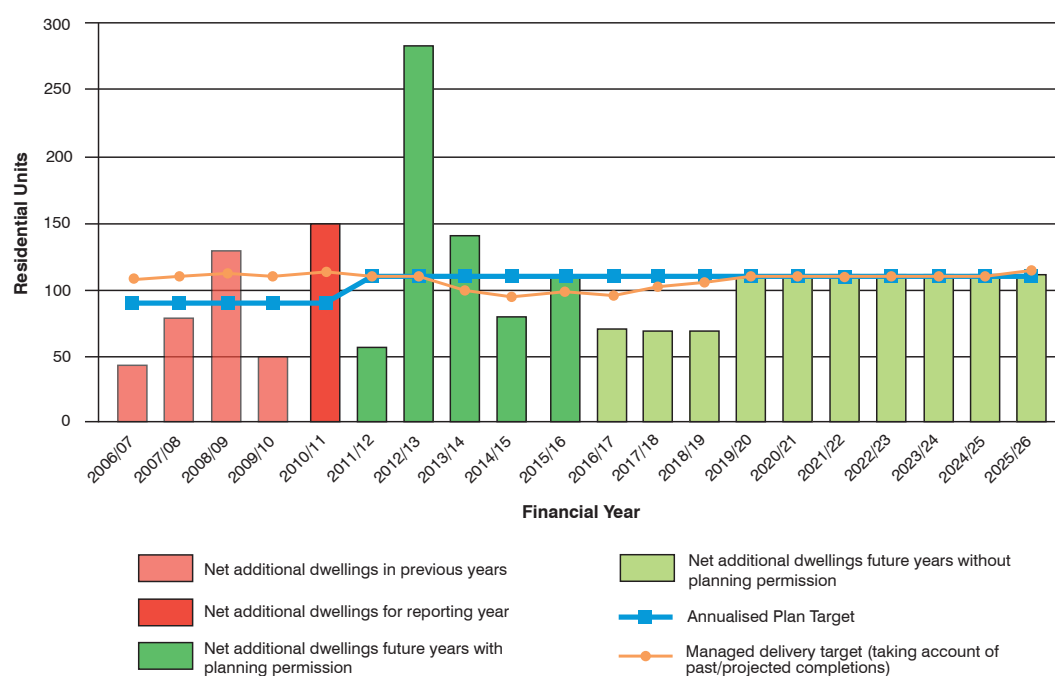


Figure 24: Housing Trajectory

## SOCIAL INFRASTRUCTURE AND OPPORTUNITIES

3.22.1 The City of London has a large daily working population and a comparatively small, but growing, residential population. Changes to the way healthcare is accessed means that the demand for health facilities from the City's working population may increase significantly. In order to deliver accessible and affordable social, community and educational facilities the City Corporation must make the best use of existing facilities and work jointly with neighbouring boroughs health providers and organisers and other providers. Existing and new facilities should be multi-use and, where possible, cater for the needs of both residents and workers.

3.22.2 There are large numbers of privately run health facilities in the City which mainly cater for the needs of the working population. Although such facilities are encouraged, they are difficult to plan for as provision will reflect demand from City workers and businesses, rather than be determined by the health needs of the residential population. Not all NHS commissioned health services for residents can be provided within the City, but out of borough services must be accessible for City residents. There is currently one GP practice located within the City, and NHS East London and the City is working to ensure GP and community health service provision is accessible to the increasing residential population of the City of London.

3.22.3 Care Closer to Home sets out the vision for the development of primary care clinical networks in City and Hackney. Within these plans, City residents will be part of the South West network, and served by a new Primary Care Resource Centre based at the current St. Leonard's Hospital Site. The Barts and the London NHS Trust is implementing a major redevelopment programme to transform the existing Bart's Hospital site into a Cancer and Cardiac Centre of Excellence, incorporating services from the London Chest Hospital in Bethnal Green, alongside other local facilities.

3.22.4 There are a number of educational institutions in the City that provide learning and training opportunities to support local job creation and growth for the local community, particularly in the City fringe where there are high levels of deprivation. The London Metropolitan University and Guildhall School of Music & Drama provide higher education, while institutions such as the Bishopsgate Institute provide adult education courses. The Cass Business School and City University are located just outside the City's boundary. These institutions run many courses aimed specifically at the needs of the City business community.

3.22.5 The City has one primary school, Sir John Cass, and several independent schools. The City Corporation facilitates the provision of primary and secondary school places outside the City, including part-funding the Moreland Primary School in Islington, as well as funding secondary education through the sponsorship of academies in Southwark, Islington and Hackney. Demand for school places generated by City residents is currently met. The City Corporation has carried out a Social Infrastructure Audit which details relevant facilities both in and outside the City.

3.22.6 There is a thriving volunteering sector involved in the City of London that seeks to combat poverty, disadvantage and discrimination and improve the quality of life for communities and individuals. City.comm was launched in 2006 to support voluntary and community groups and help them achieve their aims and objectives, share their ideas, skills and experience and influence local policy making.

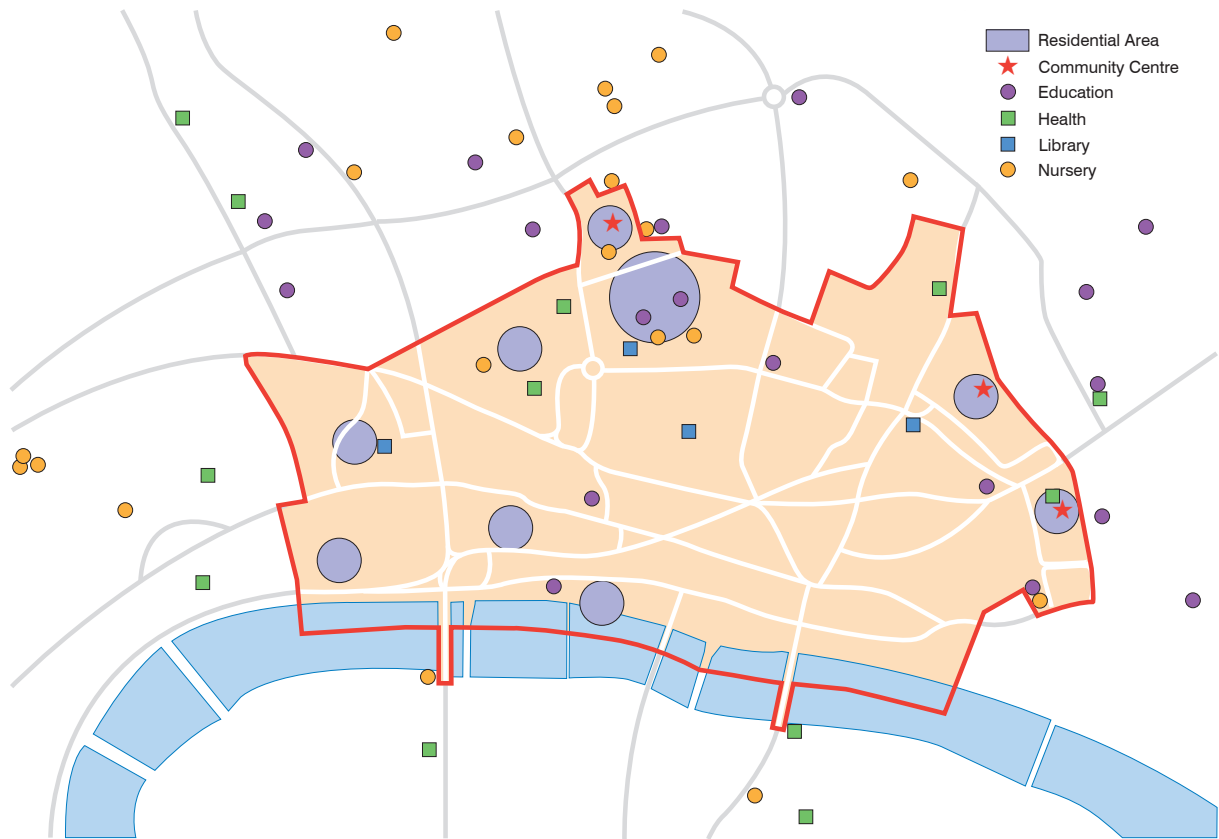


Figure 25: Social and community infrastructure

## Policy CS22: Social Infrastructure and Opportunities

To maximise opportunities for the City's residential and working communities to access suitable health, social and educational facilities and opportunities, while fostering cohesive communities and healthy lifestyles, by:

1. Maximising opportunities for delivering services and facilities for the City's communities, particularly residents:
  - (i) continuing to work in partnership with neighbouring boroughs to deliver accessible additional educational, health and community services and facilities;
  - (ii) promoting opportunities for training and improving residents' business and other skills;
  - (iii) supporting the development and capacity of the voluntary sector.
2. Providing adequate health care facilities and services for City residents and workers and creating healthy urban environments:
  - (i) protecting and enhancing existing public health facilities and providing new facilities where necessary;
  - (ii) encouraging the provision of private health facilities;
  - (iii) supporting the continued presence and improvement of St. Bartholomew's Hospital in the City;
  - (iv) ensuring that the use, design and management of new development and spaces help deliver healthy outcomes, particularly for more deprived residents.
3. Protecting and enhancing existing community facilities and providing new **facilities where required, whilst allowing flexibility in the use of underused** facilities, including places of worship. There should be no overall loss of community facilities (D1) in the City, where a need exists.
4. Improving the skills and education of all the City's communities:
  - (i) providing adequate educational facilities and services to meet the community's needs;
  - (ii) protecting and enhancing existing education facilities including schools, adult and higher education premises, and ensuring that new facilities are sited in appropriate locations;
  - (iii) continuing to provide and improve social and educational services through the City's libraries;
  - (iv) ensuring adequate childcare facilities, including nursery provision and crèches. Encouraging nursery providers and businesses to establish additional childcare facilities, where a need exists.

Who will deliver		
How we will make it happen	Who	When
<b>Delivering services and facilities</b> Implementation of the Community & Children's Services Department Business Plan.  City of London Community Toilet Scheme. Residents' meetings and consultation. Implementation of City.comm Delivery Plan. Detailed guidance on the type and location of social and community facilities will be included in the Development Management DPD.	City Corporation- Neighbouring boroughs- Partnership organisations  City Corporation City Corporation City Corporation- City.comm City Corporation	Ongoing   Ongoing Ongoing Short term  2012
<b>Healthcare facilities and services</b> Implementation of the NHS Delivery Plans and successor plans and strategies.  Ensuring the use, design and management of new development addresses the wider determinants of health. Development of Primary Care Resource centre at St. Leonard's Hospital site in Hackney. Commission a new dental practice in south-east of the City.	NHS Trusts- City Corporation- NHS East London and the City- LB Tower Hamlets City Corporation- Developers  NHS East London and the City  NHS East London and the City	Ongoing   Ongoing  2012  2011/12
<b>Social facilities and services</b> Encouraging new facilities which are multi-use and cater for both residents and workers.	City Corporation- LB Tower Hamlets	Ongoing
<b>Skills and education and facilities</b> Implementation of the City of London School Organisation Plan. Implementation of the Children and Young People's Plan. Implementation of the Adult and Community Learning Strategy.	City Corporation  City Corporation  City Corporation	Ongoing  Ongoing  Ongoing



### **SUPPORTING EVIDENCE**

- City and Hackney Joint Strategic Needs Assessment *CHPCT* 2009
- City and Hackney Health Improvement Plan (2006-2009) *CHPCT* 2006
- City of London Community and Children's Services Business Plan 2007-2010, *City of London* 2009
- City of London Childcare Sufficiency Statement *City of London* 2008

3.22.7 The Sustainability Appraisal notes that this policy is likely to result in beneficial environmental, social and economic effects.

### **RISK MANAGEMENT**

3.22.8 The City's small residential population means that it is likely that an adequate provision of social and community services and facilities will continue to be delivered during the lifetime of the Core Strategy. There is likely to be an increased demand for private health facilities and increased pressure on the redevelopment of existing facilities to meet the needs of the financial and business sectors. Monitoring will be used to identify loss of facilities and the need for review of the Core Strategy.

### **MONITORING**

3.22.9 Key monitoring indicators are:

#### **Opportunities for delivering services and facilities**

- Surveys of resident and worker satisfaction levels

#### **Healthcare facilities and services**

- Reported satisfaction of City residents with primary care services

#### **Social facilities and services**

- Number of community facilities

#### **Skills and education and facilities**

- Number of City of London residents studying at level 2 and level 3
- Number of childcare facilities in the City



## 4: Appendices



## **APPENDIX 1: MONITORING FRAMEWORK**

### **The Role of Monitoring (*why monitor?*)**

A key feature of the Local Development Framework is its flexibility to respond quickly to changing circumstances. Monitoring the implementation of Local Development Documents is essential to establish whether the strategy is achieving its objectives or whether changes need to be made.

To be able to adapt and respond to changing circumstances, the City of London has adopted a 'Plan, Monitor, Manage' approach. The LDF is underpinned by a number of projections for population, employment and land use which, while robust during the plan preparation phase, may be revised as circumstances change.

### **Monitoring Objectives and Indicators**

#### **(*what are we monitoring and what do we hope to achieve?*)**

Monitoring of the Core Strategy will be undertaken using a range of locally-defined indicators including those drawn from the Sustainability Appraisal. Monitoring objectives include:

- Measuring the performance of the Strategy against the Vision and Strategic Objectives, assessing whether the objectives and policies are still appropriate by:
  - o Monitoring new developments in the City and their compliance with the LDF;
  - o Checking that targets are being met and identifying actions needed to address any barriers and blockages;
  - o Measuring the impact of Strategy against indicators identified in the Sustainability Appraisal;
  - o Working with partners to keep the LDF Evidence Base up to date.
- Assessing the potential impacts of new national, regional and local policy and guidance;
- Measuring the performance of the Strategy against relevant local, strategic and national indicators;
- Sharing intelligence and proposed actions with partners and the City's communities, to inform The City Together Strategy and other local plans and strategies.

### **The Annual Monitoring Report**

#### **(*where is the monitoring reported?*)**

Strategic objectives, policies, targets and indicators are set out in this Core Strategy. However, the Annual Monitoring Report (AMR) is the principle means of assessing the performance of the Local Development Documents. The AMR also identifies actions required to address any issues raised by the monitoring process.

### **Review and Action**

#### **(*what will we do if we are not achieving strategic objectives?*)**

The AMR will identify areas where targets and objectives are not being met, or are in danger of not being met. The Core Strategy identifies actions that will be taken

if these situations arise. These actions may include a review of individual policies or the Core Strategy as a whole, the need to develop new indicators or evidence, or the need for further partnership working.

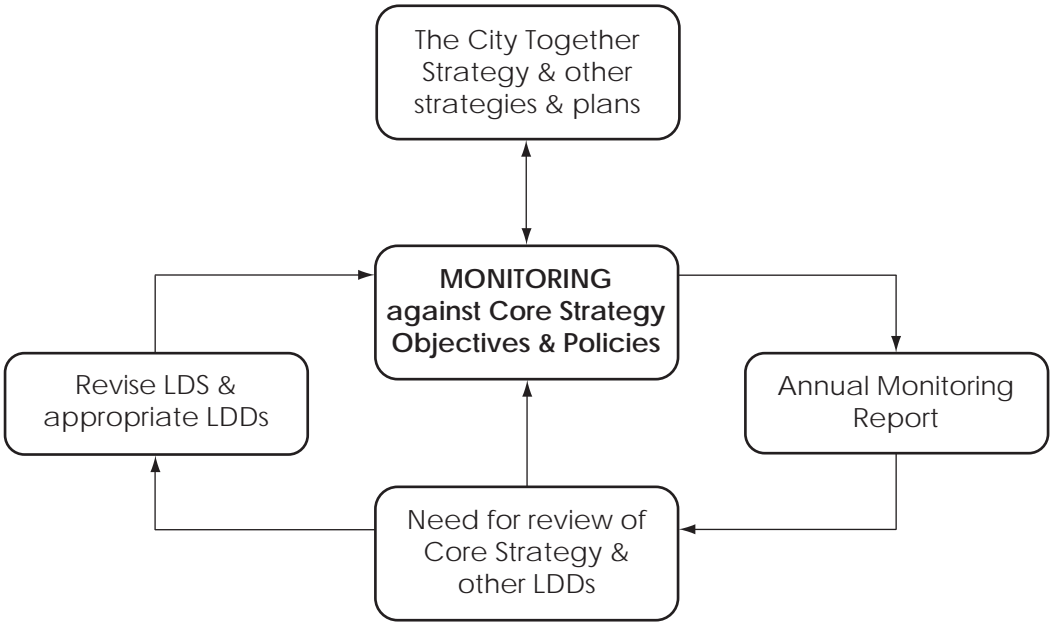


Figure 26: The monitoring framework

## Monitoring & Implementation Framework

**A World Financial and Business Centre:** Strategic Objective 1: *To maintain the City's position as the world's leading international financial and business centre*

Policy	Indicator	Target	Responsible Body	Timescale
<b>CS1 Office Development</b> <i>To ensure the City of London provides additional office development of the highest quality to meet demand from long term employment growth and strengthen the beneficial cluster of activities found in and near the City that contribute to London's role as the world's leading international financial and business centre.</i>	The City of London's competitiveness driving London's choice as a location for investment	To maintain the City's position as the world's leading international financial & business centre	City of London Department of the Built Environment/ Economic Development Office	Ongoing
	Employment land supply by type: sites for which planning permission has been granted (sq.m)	To maintain the potential supply of office floorspace permitted above 750,000 sq.m	City of London Department of the Built Environment in conjunction with developers and City Property Advisory Team (CPAT)	Annual
	Growth in Stock of Floorspace (net gain, sq.m)	To increase total City office floorspace by an annual average of 75,000 sq.m gross 2011-2026 Total: 1,150,000 sq.m (2011 - 2026)	City of London Department of the Built Environment in conjunction with developers and CPAT	Annual to 2026 Phases: 2011-16 - 650,000 sq.m 2016-21 - 250,000 sq.m 2021-26 - 250,000 sq.m
	Number of employees	To increase the total employment in the City to 428,000 by 2026	City of London Department of the Built Environment in accordance with GLA employment projections	Annual to 2026 Phases: 2006: 332,000 2011: 373,000 (+41,000) 2016: 401,000 (+28,000) 2021: 423,000 (+22,000) 2026: 428,000 (+5,000)
	Satisfaction and reasons for choosing the City to do business (Property Satisfaction Survey)	To increase levels of satisfaction with the City as a business location	City of London Department of the Built Environment/ CPAT Developers Building occupiers	Annual



Policy	Indicator	Target	Implementation	Timescale
<b>CS2 Utilities Infrastructure</b> <i>To coordinate and facilitate infrastructure planning and delivery to ensure that the functioning and growth of the City's business, resident, student and visitor communities is not limited by provision of utilities and telecommunications infrastructure.</i>	Infrastructure capacity (Department of Energy & Climate Change high level energy trend data)	Reversal of trend for annual increase in energy use in the City	Partnership with utility providers including those implementing decentralised energy	By 2012
	Number of days of street closure per annum (source: London permits scheme for road works and street works)	Baseline data gathering phase	City of London Utility Providers	Target to be set
	City of London Survey of businesses and Strategic Infrastructure Plan update	Continued improvement in business satisfaction with infrastructure	City of London CPAT	Ongoing
<b>CS3 Safety and Security</b> <i>To ensure that the City is secure from crime, disorder and terrorism, has safe systems of transport and is designed and managed to satisfactorily accommodate large numbers of people, thereby increasing public and corporate confidence in the City's role as the world's leading international financial and business centre.</i>	To produce a Safer City Partnership Plan (implementation indicator)	To ensure targets and priorities are addressed in this strategy	Safer City Partnership	3 year rolling strategy
	Local Implementation Plan - Road Traffic Casualty Indicator	Return to 2003 levels by 2013 with further reduction thereafter	City of London Department of the Built Environment TfL	Annual
	Number of pedestrian crossings which are fully accessible	100% of pedestrian crossings to be fully accessible	City of London Department of the Built Environment	Ongoing
	Amount of cycle parking for commuters	To increase cycle parking in the City. Numerical target to be set through Cycle Parking Strategy	City of London Department of the Built Environment	2011
	Protection against terrorist attacks	Reduce the overall vulnerability for two priority sites by end 2012/13. Continue to work with counter terrorism security	City of London Police Safer City Partnership City of London Developers and property owners	Initial reduction by 2013

Policy	Indicator	Target	Implementation	Timescale
		advisors towards reducing as far as practicable the vulnerability score of the remaining four sites		
<b>CS4 Planning Contributions</b> <i>To manage the impact of development, seeking appropriate contributions having regard to the impact of the contributions on the viability of development</i>	Amount and distribution of Section 106 and Community Infrastructure Levy contributions	Securing planning obligations as appropriate to mitigate the impact of the development of and securing optimum benefits for the City community	City of London Department of the Built Environment	Ongoing
	Amount of Planning Obligations and Community Infrastructure Levy contributions secured to fund Crossrail	To secure sufficient funds for Crossrail	City of London Department of the Built Environment Mayor of London	By 2018

**Key City Places:** Strategic Objective 2: *To ensure that the challenges facing the five Key City Places are met, complementing the core business function of the City, contributing to its unique character and distinguishing it from other global financial districts.*

Policy	Indicator	Target	Implementation	Timescale
<b>CS5 The North of the City</b> <i>To ensure that the City benefits from the substantial public transport improvements planned in the north of the City, realising the potential for rejuvenation and "eco design" to complement the sustainable transport infrastructure.</i>	Progress on Crossrail (implementation indicator)	To maintain progress in the construction of Crossrail against the Crossrail timetable published by Crossrail Ltd.	Crossrail Ltd Crossrail funding partners	2018
	Number of environmental enhancement projects implemented	Completion of all schemes approved by Streets and Walkways sub Committee within agreed timescales	City of London Department of the Built Environment Environmental Enhancement Team TfL and other funding bodies Crossrail Ltd Developers	As determined by Streets & Walkways sub Committee

Policy	Indicator	Target	Implementation	Timescale
	Pedestrian flows around Crossrail stations and North of the City	Pedestrian Surveys information as reported to the Streets & Walkways sub committee	City of London Department of the Built Environment	Ongoing
	Mix of uses permitted in North of the City	Variety of new development emerging in the mixed use area of Smithfield	City of London Department of the Built Environment	Annual
	Number of connections to CCHP network in the North of the City Area	Increase in connections to CCHP network	Citigen City of London: City Surveyor	Annual
	Number of green roofs and walls in the North of the City	Baseline data gathering stage	Environment Agency City of London Department of the Built Environment Mayor of London	Annual
	BREEAM assessments in the North of the City	BREEAM "excellent" or "outstanding" for major development	City of London Department of the Built Environment	Annual
<b>CS6 Cheapside and St Paul's</b> <i>To develop 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 improving the pedestrian environment.</i>	Amount of retail floorspace completed	Increase retail floorspace by 41% in the wider Cheapside area between 2010 and 2017	City of London Department of the Built Environment	Annual
	Footfall for weekends and weekdays for each year	To increase footfall in the area over weekends	Cheapside Initiative	Biennial
	Monitor completions of the phases of the Cheapside Area Strategy	To complete the Cheapside Area Strategy by 2012	City of London Department of the Built Environment	By 2012
	Number and percentage of accessible retail units in Cheapside	To ensure that all new retail units are accessible	City of London Department of the Built Environment	Biennial
	Thefts from stores	No increase in the number of thefts year on year	City of London Police	Annual

Policy	Indicator	Target	Implementation	Timescale
	Number of hotels in Cheapside and St Paul's	To enhance the vibrancy in Cheapside through increasing hotels	City of London Department of the Built Environment	Annual
	Number of visitors to tourist attractions in and around Cheapside, specifically Barbican, Museum of London and the Visitor Information Centre	Increase the number of visitors to Barbican, Museum of London and Visitor Information centre	VisitBritain	Annual
	Number of vacant units in the Cheapside area	To maintain the vacancy rate well below the national average of 11% (baseline 2%)	City of London Department of the Built Environment	Biennial
	Amount of completed A1 floorspace in Cheapside PSC	To increase the amount of retail floorspace in the Cheapside PSC from 21,000 sq m in 2010 to 43,000 sq m in 2017	City of London Department of the Built Environment	Annual
<b>CS7 Eastern Cluster</b> <i>To ensure that the Eastern Cluster can accommodate a significant growth in office floorspace and employment, while balancing the accommodation of tall buildings, transport, public realm and security and spread the benefits to the surrounding areas of the City.</i>	Employment land supply by type - Sites for which planning permission has been granted (sq.m) in the Eastern Cluster	Baseline data being collected	City of London Department of the Built Environment	Annual
	Growth in Stock of Floorspace (net gain, sq.m) in the Eastern Cluster	Baseline data being collected	City of London Department of the Built Environment	Annual
	Number and location of tall buildings: (a) completed; (b) permitted but not commenced; (c) under construction; (d) outstanding planning applications; and (e) demolished in the Eastern Cluster	To ensure that the majority of tall buildings are within the Eastern Cluster	City of London Department of the Built Environment	Annual

Policy	Indicator	Target	Implementation	Timescale
	Utilities and communications improvements: a) Infrastructure capacity (DECC high level energy use) b) Number of days of street closure per annum (source: London permits scheme for road works and street works LoPS)	Reversal of trend for annual increase in energy use in the City  Baseline data gathering phase	City of London Corporation in partnership with utility providers  City of London Department of the Built Environment Utility providers	By 2012  By 2012
	Number of commuters exiting Underground stations at Liverpool Street and Aldgate weekday mornings (numbers by station)	To increase the use of sustainable methods for the workforce and residents in the City of London	TfL	Annual
	Number of environmental enhancement projects completed in the Eastern Cluster	Baseline data gathering	City of London Department of the Built Environment	Annual
	Theft from a person (number of reported incidents and percentage change from previous year)	Reduce the number of thefts from a person	Crime Prevention Association Central London Resilience Forum Security Advice Unit City of London Police	Annual
	Theft from a building (number of reported incidents and percentage change from previous year)	Reduce the number of thefts from a building	Crime Prevention Association Central London Resilience Forum Security Advice Unit City of London Police	Annual

Policy	Indicator	Target	Implementation	Timescale
	Number of public transport enhancement schemes implemented	Target to be set	City of London Department of the Built Environment TfL	Annual
<b>CS8 Aldgate</b> <i>To regenerate the amenities and environment of the Aldgate area for businesses, residents, workers, visitors and students by promoting development and investment.</i>	Number of office developments: (A) completed: (B) permitted not commenced: (C) under construction in the Aldgate area	Increase high quality office floorspace from existing	City of London Department of the Built Environment/ Economic Development Unit CPAT	Annual
	Health of residents	Improve health of residents each year	City of London Community and Children's Services Department	Annual
	Area of open space provided sq.m.	To increase open space from existing	City of London Open Spaces Department	Annual
	Amount of community and leisure floorspace completed	To increase community and leisure floorspace from existing	City of London Department of the Built Environment	Annual
<b>CS9 Thames and the Riverside</b> <i>To ensure that the City capitalises on its unique riverside location, sustaining the river's functional uses in transport, navigation and recreation, whilst minimising risks to the City's communities from flooding.</i>	Completion of Riverside Walk Enhancement Strategy	Completion of all schemes approved by Streets and Walkways sub Committee within agreed timescales	City of London Department of the Built Environment Environmental Enhancement Team TfL and other funding bodies Developers	As determined by Streets & Walkways sub Committee
	Adoption of revised guidance for the Thames Policy Area	Adoption of revised guidance by 2015	City of London Department of the Built Environment	2015
	Progress on the Thames Tunnel	Completion of Thames Tunnel by 2020	City of London Corporation Environment Agency Thames Water Utility and transport service providers	Completion by 2020



Policy	Indicator	Target	Implementation	Timescale
	Number and location of residential and hotel development permitted, under construction and completed	Hotel development to be located in areas of vibrancy and residential development to be located in residential clusters	City of London Department of the Built Environment	Annual
	Mix of uses permitted in the Thames Policy Area	Variety of uses emerging in areas of vibrancy	City of London Department of the Built Environment	Annual

**City Culture & Heritage:** Strategic objective 3: *To promote a high quality of architecture and street scene appropriate to the City's position at the historic core of London, complementing and integrating the City's heritage assets and supporting the continued development of the City as a cultural destination for its own communities and visitors.*

Policy	Indicator	Target	Implementation	Timescale
<b>CS10 Design</b> <i>To promote a high standard of sustainable design of buildings, streets and spaces, having regard to their surroundings and the character of the City and creating an inclusive and attractive environment.</i>	Quality developments (identified through peer review, including: (a) the number of buildings receiving one or more awards; (b) the number of buildings short-listed but not receiving an award and (c) the number of buildings reviewed in architectural publications)	To complete 10 new quality developments per year, averaged over the period 2010-2015	City of London Department of the Built Environment Design Council	Annual to 2015
	Number of enhancement / transport schemes receiving awards or commendations	5 schemes per year averaged over the period 2010 - 2015	City of London Department of the Built Environment TfL	Annual to 2015
	Access to shops & services (percentage of retail units with (a) wide door access and (b) step-free access)	To increase the number of retail units which are accessible to disabled persons	City of London Department of the Built Environment Developers	Annual

Policy	Indicator	Target	Implementation	Timescale
	Wheelchair accessible hotel bedrooms	10% of all hotel bedrooms should be wheelchair accessible	City of London Department of the Built Environment/ Access Team Developers Hotel Operators	Annual
	City heritage projects receiving awards, commendations, short listed for awards or receiving positive reviews	To achieve an average of 5 peer reviews per year	City of London Department of the Built Environment	Annual
	Percentage of pedestrian crossings in the City with facilities for disabled persons (crossings with (a) tactile paving, (b) audible alarm or tactile rotating cones & (c) dropped kerbs)	100% of pedestrian crossings to be accessible	City of London Department of the Built Environment/ Environmental Services/ Access Team	Annual
<b>CS11 Visitors, Arts and Culture</b> <i>To maintain and enhance the City's contribution to London's world-class cultural status and to enable the City's communities to access a range of arts, heritage and cultural experiences, in accordance with the City Corporation's Destination Strategy.</i>	Number and location of hotels and bedspaces in the City	Increase the number of hotels in the City near to tourist locations and in areas of vibrancy	City of London Department of the Built Environment	Annual
	Number of visitors	Increase in the number of visitors to the City	City of London, through the Destination and Visitor Strategy City of London Children's and Young People's Strategic Partnership, City of London Play Partnership London Marathon Charitable Trust	2011/12
	Progress on the City of London Cultural Strategy	Implementation of the City of London Cultural Strategy	City of London Town Clerk's Department	Annual

Policy	Indicator	Target	Implementation	Timescale
	Number of new visitor facilities	To ensure no loss of visitor attractions in the City, unless adequate replacement is made	City of London Department of the Built Environment	Annual
<b>CS12 Historic Environment</b> <i>To conserve or enhance the significance of the City's heritage assets and their settings and provide an attractive environment for the City's communities and visitors.</i>	Composite Heritage Assets indicator including conservation areas, heritage assets at risk: a) City heritage projects receiving awards, commendations, short listed for awards or receiving positive reviews. b) Management schemes that provide protection to the City heritage assets of special historic, archaeological or artistic interest c) Projects that enhance City heritage assets of special historic, archaeological, architectural or artistic interest d) Projects that increase the understanding of City heritage assets of special historic archaeological, architectural or artistic interest	To achieve an average of 5 peer reviews per year  To increase the number of management schemes  To maintain an average of 5 enhancement projects per year  To maintain an average of 15 Educational / Information projects per year	English Heritage, Design Council, Historic Royal Palaces, GLA, GOL, International Council on Monuments and Sites, Department for Culture, Media and Sport, Southwark, Tower Hamlets, City of London Department of the Built Environment and developers specifically through the Tower of London World Heritage Site Consultative Committee, Tower of London Tree Strategy, and Development Control process	Annual
	Number of trees and Tree Preservation Orders (TPO's) in the City	To increase the number of trees in the City each year	City of London Open Spaces Department	Annual

Policy	Indicator	Target	Implementation	Timescale
	Quality of development and local setting of the Tower of London	To maintain and enhance the local setting of the Tower of London	Tower of London World Heritage Site Consultative Committee	Annual
	Number of heritage assets protected from inappropriate development activity	a) To reduce the number of heritage assets on English Heritage's 'Heritage at Risk Register' b) To reduce the number of Scheduled Ancient Monuments compromised by development activity c) To maintain the percentage of the City's heritage and historic built environment protected by conservation area status d) To maintain the percentage of the City's open space on the Register of Parks and Gardens of special historic interest	English Heritage, Design Council, Historic Royal Palaces, GLA, GOL, ICOMOS, DCMS, Southwark, Tower Hamlets, City of London Department of the Built Environment and developers specifically through the Tower of London World Heritage Site Consultative Committee, Tower of London Tree Strategy, and Development Control process	Annual
<b>CS13 Protected Views</b> <i>To protect and enhance significant City and London views of important buildings, townscape and skylines, making a substantial contribution to protecting the overall heritage of the City's landmarks.</i>	Number of permitted developments that breach the "St. Paul's Heights" and/or the Mayor of London's View Management Framework (LVMF)	No developments should breach the St Paul's Heights or LVMF	City of London Department of the Built Environment Mayor of London Developers Tower of London World Heritage Site Management Plan	Annual

Policy	Indicator	Target	Implementation	Timescale
<b>CS14 Tall Buildings</b> <i>To allow tall buildings of world class architecture and sustainable design in suitable locations and to ensure that they take full account of the character of their surroundings, enhance the skyline and provide a high quality public realm at ground level</i>	Number and location of tall buildings: (a) completed; (b) permitted but not commenced; (c) under construction; (d) outstanding planning applications; and (e) demolished	To ensure that tall buildings are within appropriate locations	Developers Design Council English Heritage Mayor of London City of London Department of the Built Environment	Annual

**Environmental Sustainability:** Strategic objective 4: *To ensure that the City of London remains at the forefront of action in response to climate change and other sustainability challenges that face high density urban environments aiming to achieve national and international recognition for its sustainability initiatives.*

Policy	Indicator	Target	Implementation	Timescale
<b>Environmental Sustainability overall objective</b>	Number of sustainability initiatives receiving recognition	Ongoing recognition for sustainability initiatives	City of London	Ongoing
<b>CS15 Sustainable Development and Climate change</b> <i>To enable City businesses and residents to make sustainable choices in their daily activities creating a more sustainable City, adapted to the changing climate.</i>	Number of buildings achieving BREEAM 'excellent' or 'outstanding' as a percentage of all buildings with BREEAM assessment	Baseline data gathering phase	Developers BREEAM assessors City of London Department of the Built Environment	Target to be set in 2011 Level 6 by 2016
	Number of developments meeting code for sustainable homes level 4 (CSH)	All new residential development to achieve CSH level 4 rising to level 6 by 2016	Developers BREEAM assessors City of London Department of the Built Environment	Level 6 by 2016

Policy	Indicator	Target	Implementation	Timescale
	Production of secondary/ recycled aggregates	London Plan target 95% of demolition & construction waste recycled by 2020	Developers City of London Department of the Built Environment	By 2020
	Energy Trends data published by DECC	Reduction in energy use	Department for Energy & Climate Change	Annual
	Renewable energy capacity installed by type	To increase the amount of renewable energy installed	City of London Department of the Built Environment Citigen Environment Agency	Annual increase in renewable installations
	Air quality: Nitrogen Dioxide & PM10	To meet European Air Quality Objectives for PM10 and Nitrogen Dioxide	City of London Department of the Built Environment – Environmental Health	Revised City of London Air Quality Strategy will set future targets
	Sites of potential concern with respect to land contamination (Annual)	No sites of potential concern with regard to land contamination	City of London Department of the Built Environment – Environmental Health	Annual
	Net change in the number of open spaces and Sites of Importance for Nature Conservation (SINC) and total area of open space	Increase in number of SINC's to 10 and increase the area of open space in line with City's working population	City of London Department of the Built Environment	Annual
<b>CS16 Public Transport, Streets and Walkways</b> <i>To build on the City's strategic central London position and good transport infrastructure to further improve the sustainability and efficiency of travel in, to, from and through the City.</i>	Progress on Crossrail and other major transport schemes affecting the City	Progress on major transport schemes according to published timetables	City of London Department of the Built Environment Crossrail Ltd TfL	Crossrail completion 2018
	Public Transport usage: 1) Number of commuters exiting Underground stations in the City on weekday mornings (numbers by station)	Underground use is a background indicator and will be used to assess changes in patterns of use – specific target not appropriate	TfL	Annual



Policy	Indicator	Target	Implementation	Timescale
	2) Number of passengers using River Services from Blackfriars Pier	Increase in numbers of passengers using river services from Blackfriars Pier		Annual, in line with Thames Pier Plan to 2025
	Number of stations with step free access	Increase in stations with step free access	City of London Department of the Built Environment TfL	Annual
	Public Realm Enhancement projects (number of schemes completed & area)	7 Schemes a year averaged over the period 2010-2015	City of London Department of the Built Environment TfL	Annual
	LIP road traffic Casualty Indicator	Return to 2003 levels by 2013 with further reduction thereafter	City of London Department of the Built Environment TfL	Annual
	City of London Cycling Indicator. Number of cyclists killed or seriously injured as a proportion of those entering the City Number of official cycle spaces in the City per 1000 cyclists entering the City. Number of cycle parking spaces as a percentage of estimated demand	Reduction in the number of cyclists KSI per 1000 entering the City  To increase the number of official cycle parking spaces per 1000 cyclists entering the City  To increase the number cycle parking spaces as a percentage of estimated demand	City of London Department of the Built Environment TfL	Annual
	Pedal cycle thefts	No increase in pedal cycle thefts as a proportion of total cycle numbers	City of London Police	Ongoing
	Motor vehicle congestion indicator – City of London journey times survey	To improve reliability of journey times	City of London Department of the Built Environment	Bi-annual

Policy	Indicator	Target	Implementation	Timescale
	Pedestrian Flows Surveys as reported to Planning & Transportation Committee	To avoid pedestrian congestion	City of London Department of the Built Environment	Studies undertaken as large new developments come forward
<b>CS17 Waste</b> <i>To support City businesses, residents and visitors in making sustainable choices regarding the minimisation, transport and management of their waste, capitalising on the City's riverside location for sustainable waste transfer and eliminating reliance on landfill for municipal solid waste (MSW)</i>	Participation in Clean City Awards	Continuous improvement in participation rates for Clean City Awards	City businesses City residents City of London Department of the Built Environment	Annual
	Amount of municipal waste arising, and managed by management type, and the percentage each management type represents of the waste managed (tonnes)	Recycle 45% of municipal waste by 2010 and 45% by 2015	City of London Department of the Built Environment	By 2015
	Household waste collected per head (tonnes per year).	Reduce waste to 574 kg by 2011	City of London Department of the Built Environment	Annual
	Capacity of new waste management facilities by type (tonnes)	Increase waste management capacity in the City	City of London Department of the Built Environment	Every 5 years
	Waste Management and transfer capacity of Walbrook Wharf (tonnes per year)	Increase capacity for waste management at Walbrook Wharf	City of London Department of the Built Environment	Annual
	Total Waste transported by river (tonnes per year)	Increase level of waste transported by river	City of London Department of the Built Environment	Annual

Policy	Indicator	Target	Implementation	Timescale
<b>CS18 Flood Risk</b> <i>To ensure that the City remains at low risk from all types of flooding.</i>	The number of planning permissions granted contrary to the advice of the Environment Agency on flood defence or water quality grounds	No permissions granted	Environment Agency City of London Department of the Built Environment Mayor of London Developers	Annual
	Number of green roofs completed in the City of London Review	To complete 4 new developments with either a green roof or wall averaged over the period 2011 - 2016	Environment Agency City of London Department of the Built Environment Mayor of London	Annual to 2016
	Review Strategic Flood Risk Assessment ( <i>implementation Indicator</i> )	At least every 5 years	City of London Department of the Built Environment Mayor of London	2012

**City Communities:** Strategic Objective 5: *To ensure the provision of inclusive facilities and services that meet the high expectations of the City's business, resident, student and visitor communities, aiming for continuous improvement in the City's rating in satisfaction and quality of life surveys.*

Policy	Indicator	Target	Implementation	Timescale
<b>CS19 Open Spaces and Recreation</b> <i>To encourage healthy lifestyles for all the City's communities through improved access to open space and facilities, increasing the amount and quality of open spaces and green infrastructure, while enhancing biodiversity.</i>	Area of open space (ha)	To maintain the ratio of 0.06 hectares of open space per 1000 population	Private landowners Church Commissioners City of London: Through the City Open Spaces Strategy, Play and Public Realm Enhancement Strategy, Play Strategy	Annual
	Amount of completed leisure development (sq.m)	To increase the completed leisure floorspace in the City by 2,500 sq.m per year averaged over the period 2008 to 2014	City of London Department of the Built Environment Developers City of London Sports Strategy and Open Spaces Strategy	Annual

Policy	Indicator	Target	Implementation	Timescale
	Number of people using Golden Lane leisure facilities	To maintain the number of persons using Golden Lane above 70,000 per year, following refurbishment	City of London Sports Strategy and Open Spaces Strategy	Annual
	Resident satisfaction with sport and leisure facilities	To continue to improve on resident satisfaction levels	City of London Corporation	3 yearly
	Number of sites designated for their importance to nature conservation	To increase number of sites of local importance for nature conservation to 10	City of London Open Spaces Department Mayor of London	Ongoing
	Number of green roofs in the City	To complete 4 new developments with either a green roof or wall averaged over the period 2011 - 2016	Environment Agency Mayor of London City of London Department of the Built Environment	Annual by 2016
	Public satisfaction with the City of London's gardens and green spaces (greenstat database)	To continually improve on public satisfaction with Open Spaces	City of London Open Spaces Department	Ongoing
	Ensure City of London Biodiversity Action Plan is kept up to date <i>(implementation Indicator)</i>	Every 5 years	City of London Open Spaces Department	Periodic Review
	The quality of public realm completed in the City	To ensure that all public realm schemes achieve the highest quality	City of London Department of the Built Environment Environmental Enhancement Team	Annual
	Number of completed recreation and play facilities in the City	To increase the amount of play and recreation space available	City of London Open Spaces Department - Children & Community Services Department	Annual

Policy	Indicator	Target	Implementation	Timescale
<b>CS20 Retailing</b> <i>To improve the quantity and quality of retailing and the retail environment, promoting the development of the five Principal Shopping Centres and the linkages between them.</i>	Amount of retail floorspace in Principal Shopping Centres and the links between them	To achieve 136,000 sq.m of gross retail floorspace in the PSCs and links between them by 2026	City of London Department of the Built Environment Developers	Annual
	Percentage of A1 within PSCs	To maintain a predominance of A1 in the PSCs, delivering a net increase of 66,000 sq.m by 2026	City of London Department of the Built Environment	Annual
	Comparison and convenience retail floorspace	Encourage a mix of comparison and convenience units throughout the City, with a predominance of comparison goods in the PSCs	City of London Department of the Built Environment Developers	Annual
	Retail vacancy rates	To ensure the percentage of retail vacancies does not exceed 11% of the total retail stock each year to 2016	City of London Department of the Built Environment Developers	Annual to 2016
	Access to shops & services (Annual, percentage of retail units with (a) wide door access and (b) step-free access)	To increase the number of retail units which are accessible to disabled persons	City of London Department of the Built Environment Developers	Annual
	Enhancement projects (number of schemes completed) within PSCs and linkages	To improve the environment of the PSCs	City of London Department of the Built Environment	Annual

Policy	Indicator	Target	Implementation	Timescale
	Keep Retail Needs Assessments up to date (implementation indicator)	Update every 5 years	City of London Department of the Built Environment	By 2015
	Amount of A1 floorspace outside of PSC	Maintain existing level of provision	City of London Department of the Built Environment Developers	Annual
<b>CS21 Housing</b> <i>To protect existing housing and amenity and provide additional housing in the City, concentrated in or near existing residential communities, to meet the City's needs, securing suitable, accessible and affordable housing and supported housing.</i>	Net Increase in dwellings in the City	110 additional units per year during 2010/11 – 2025/26	City of London, City of London Department of the Built Environment Developers	Annual
	Housing Quality a) Number of housing units built to Lifetime Homes Standards	All new residential developments, and where possible conversions, to include as many Lifetime Homes as possible	City of London Department of the Built Environment Developers	Annual
	b) Number of housing units built to Wheelchair Housing Standards	10% of all units to be built to Wheelchair Housing Standards		
	Number and location of residential completions	Predominance of new housing to be within or adjacent to clusters	City of London Department of the Built Environment	Annual
	Number and location of affordable housing completions (units)	30% of all new housing to be affordable	City of London Department of the Built Environment/ Community & Children's Services Department	Annual
	Number of affordable housing units purchased on the open market	Increase from current level	City of London Community & Children's Services Department	Annual



Policy	Indicator	Target	Implementation	Timescale
<b>CS22 Social infrastructure and opportunities</b> <i>To maximise opportunities for the City's residential and working communities to access suitable health, social and educational facilities and opportunities while fostering cohesive and healthy communities lifestyles.</i>	Number of community facilities (D1 use floorspace, sq.m completed)	No overall loss of community facilities in the City	City of London Department of the Built Environment	Annual
	Residents' satisfaction levels in relation to community activities, cultural facilities and libraries	No reduction in satisfaction level	The City Together, businesses and developers, regional, national and international organisations including City of London Children and Young People's Strategy, City of London Play Partnership and London Marathon Charitable Trust, through the Place Survey	Biennial
	Number of City of London residents studying at educational levels 2 and 3	Increase in the number of City residents studying at educational levels 2 and 3 in the City of London	City of London Community & Children's Services Department	Annual
	Number of childcare facilities in the City (nurseries & pre-schools for children aged 3 months to 5 years old)	No loss of childcare facilities in the City	City of London Community & Children's Services Department	Annual
	Number of doctors in the City (GP surgeries and individual GPs)	No loss of GPs in the City	City of London Community & Children's Services Department	Annual

## Implementation Indicators

To monitor meetings of the following partnership groups:

- City Fringe Agencies
- Visitor Strategy and cultural groups
- Transport groups
- Safer City Partnership
- NHS East London and the City
- Neighbouring boroughs
- Heritage and design groups
- Environment Agency
- Utilities companies

Encourage all related strategies and plans to be kept up to date according to their specified timescales.



**APPENDIX 2: INFRASTRUCTURE DELIVERY PLAN - SUMMARY**

Infrastructure in the City is defined as ‘any facility, service or physical structure which supports or enables proposed development - these can be privately or publicly funded’. Generally this means the facilities and services which are key to the functioning of the City of London as a world leading financial and business centre and a high-quality place to work, live and visit.

Infrastructure planning ensures the physical requirements for an area can be delivered in a timely manner. The table below shows the broad infrastructure requirements for the City of London, the level of investment required and how this will be delivered in the period up to 2026.

A more detailed Infrastructure Delivery Plan has been developed as a dynamic document which will be updated as needs arise and is available on the City of London website. The Infrastructure Delivery Plan will provide a mechanism for the consideration of planning contributions either through S106 Planning Obligations or any future Community Infrastructure Levy (CIL).

The table, and the more detailed Infrastructure Delivery Plan, enable the identification of:

- Gaps in proposed infrastructure to fill existing deficiencies and accommodate future growth;
- The level of investment required to fill the gaps;
- Show stoppers – significant infrastructure deficits, which would impact on the delivery of the Core Strategy or prevent development from going ahead;
- Trigger points – thresholds which would trigger the need for additional infrastructure provision.

The summary table looks at the broad categories of green, physical, transport and social infrastructure required and the capital investment required to deliver them. Revenue funding may also be required, particularly for health projects, sports initiatives and training and employment development to support both residents and the large workforce in the City.

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Green Infrastructure</b>					
<b>Open Space</b>	Increase in population will result in an increased need for open space to maintain the ratio of 0.6 ha per 1000 population outlined in the Core Strategy	Existing need met. Population increase will result in increased demand	New open space schemes will result in 0.73 ha of new open space	City Corporation TfL Private Landowners through Open Spaces Strategy & Environmental Enhancement Strategies	To 2011
<b>Trees, vertical planting, green landscaping and biodiversity improvements</b>	An increase in the number of trees in the City	To be identified through the Tree Strategy	To be identified through the Tree Strategy	City Corporation through Tree SPD & Environmental Enhancement Strategies Developers	Tree SPD 2011
<b>Public Realm Enhancements</b>	Contribute to the delivery of increased publicly accessible open space and improve streets and pedestrian accessibility	Existing need met	Environmental Enhancement Strategies will deliver improvements	City Corporation through private partnerships and other grant awarding bodies	As phased in the strategies
<b>Physical Infrastructure</b>					
<b>Energy - Electricity</b>	As new developments are proposed, UK Power Networks must work with developers to directly fund new electricity infrastructure	No current deficit	Tunnel under the river to improve the connection between north and south London. New UK Power Networks station behind Tate Modern Installation of 33kV network in the City	UK Power Networks Energy Developers City Corporation through partnership working and the EDF Distribution Price Control Review (DPCR)	DPCR 2011- 2015 Major schemes identified - timetable uncertain. Total expenditure £125 million on schemes in the City to 2015
<b>Energy - Gas</b>	Increase in population and developed floorspace will lead to increased demand	No deficit to 2026	National Grid Gas mains replacement programme	National Grid Gas	2026
<b>Energy - CCHP</b>	Desire to expand the existing network	Not quantified	Pipe subways and decentralised energy study being undertaken to evaluate future networks	City Corporation, LDA, EON, UK Power Networks National Grid	To be set by study

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Energy - Renewables</b>	To benefit from future changes in 'feed in' tariffs, connection to the grid is required. Developers will need to work with UK Power Networks to ensure suitable infrastructure for grid connection is in place	No deficit	Renewable energy to be incorporated into new developments where feasible	Developers City Corporation UK Power Networks	Incorporated into the cost of development
<b>ICT - telecommunications</b>	10 year ICT infrastructure plan should be developed by the Mayor of London to identify any potential issues	No current deficit	Not specified	Mayor of London London boroughs	Commercial funding
<b>ICT – data centres</b>	To monitor trends in data centre provision to ensure that the rapidly changing demand is met	The level of energy required for data centres is large and this should be related to the need to reduce carbon emissions	None identified at present	Commercial business and data centre operators	Commercial funding
<b>Water</b>	Overall demand for water will rise due to an increasing population. An additional demand for 6,782,306 litres per day in the City	No current deficit. Likely future deficit in supply of water in the London water resource zone to 2034 if no action taken	Demand management is key. Thames Water opened desalination plant (June 2010) to provide back up supply	Thames Water in consultation with Local Authorities through: Thames Water Draft Water Resources Management Plan 2010-2035 (Sept 09) Demand management through the development management process	Long term Desalination plant £200 million
<b>Drains and Sewerage</b>	Investment to prevent sewage discharge into the Thames during large storm events	None identified but improvement desirable.	Thames Tunnel Drain London Project Water Management Plans	Thames Water Drain London Board	£2 billion – Thames Tunnel projects budget



	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Flood risk</b>	Developments must conform to national policy guidance (currently set out in PPS25)	Shown in Strategic Flood Risk Assessment	Upgrade the flood defences identified as 'fair' or 'poor' in the Strategic Flood Risk Assessment	Associated with development on riverside	When riverside development takes place in these areas Costs variable depending on site
<b>Waste</b>	London Plan 2008 requires City to identify sites for management of 100,000 tonnes of waste as the City's contribution to London's waste self sufficiency targets	No current deficit Sites will enable waste to be managed within London rather than outside Greater London	To be determined	Joint working with other boroughs	London Plan targets: 100,000 tonnes annually
<b>Transport Infrastructure</b>					
<b>Walking</b>	Increased working population, modal shift towards walking and altered public transport capacity at key locations due to Crossrail will require greater capacity for pedestrians	Pavement capacity is at its limit in some locations at peak times. Pedestrian movement must be monitored particularly in areas where increases are anticipated	Environmental enhancement schemes and strategies are planned throughout the City	City Corporation TfL and S106 / CIL contributions through environmental enhancement area schemes.	Approx £800,000 currently available for all City schemes annually from TfL
<b>Cycle parking</b>	27,000 additional off-street cycle parking spaces needed to meet increased demand	27,000 spaces at 2011	Schemes to improve cycle parking are set out in the City of London Cycling Plan and Cycle Parking Strategy (to be completed)	City Corporation TfL and S106 / CIL contributions Through City of London Cycling Plan Cycle Parking Strategy (to be completed) Environmental enhancement area strategies	Approx £800,000 currently available for all City schemes annually from TfL
<b>Cycle routes</b>	Increased working population and modal shift towards cycling will require additional cycle route provision in the City	To keep pace with increasing demand	Schemes to improve cycle routes are set out in the City of London Cycling Plan	City Corporation TfL and S106 / CIL contributions through City of London Cycling Plan Environmental enhancement area strategies	Approx £800,000 currently available for all City schemes annually from TfL

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Rail infrastructure</b>	Total growth in trips in the central London area is based on a 21.5% increase in employment. Rail trips into central London are predicted to increase by 10-40% by 2025 with high levels of growth at Liverpool Street	Significant crowding occurs on peak period rail services into London Bridge and Moorgate	Major rail projects: Crossrail East London Line (Overground) Thameslink Bank Station Improvement	Government funded. Crossrail: \$106, CIL, business rates, landowners, developers, major companies, future fare revenues Bank: TfL investment programme	Construction 2010-2018 Operative 2018 £14.5bn
<b>Bus infrastructure</b>	No significant change in the level of bus service provision is planned. Simplification of the bus route network would be beneficial	No deficit identified	Improvements to the network include: <ul style="list-style-type: none"> <li>• Better information at bus stops through ibus</li> <li>• Temporary changes to bus routing around Liverpool Street due to Crossrail.</li> <li>• Redevelopment of Aldgate bus station</li> </ul>	City Corporation Developer contributions, TfL; Liverpool Street bus changes from Crossrail	Not identified
<b>River Transport</b>	Increase in river passengers due to increased promotion of the river as a mode of transport	For the current number of passengers none identified	Tower Pier extension Swan Lane Pier extension	LDA River Thames Pier Plan 2009 Through TfL and private investment	By 2015  £1.5 million funding from TfL
<b>Servicing &amp; Delivery</b>	Out of hours delivery to reduce congestion	Congestion is an issue in some locations at certain times	To be identified through Local Implementation Plan (LIP)	Local Implementation Plan (LIP)	To be identified through LIP 2011
<b>Smoothing Traffic Flows</b>	Predictable journey times	Congestion results in delays and unpredictable journey times	To be identified through LIP	Local Implementation Plan (LIP)	To be identified through LIP 2011
<b>Alternative fuel infrastructure</b>	Off street electric vehicle charging points throughout the City	Not quantified	To be identified through LIP	Local Implementation Plan (LIP)	To be identified through LIP 2011

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Highway schemes</b>	Removal of Aldgate gyratory	None	To be identified through LIP	Local Implementation Plan (LIP)	To be identified through LIP 2011
<b>Local Safety schemes</b>	Reduce pedestrian casualties	23 pedestrian casualties in 2008	To be identified through LIP	Local Implementation Plan (LIP)	To be identified through LIP 2011
<b>Social Infrastructure</b>					
<b>Education - Nursery</b>	There are currently sufficient nursery places and this is expected to continue for the foreseeable future	No deficit	Monitoring will continue but currently no planned investment	City Corporation	Not identified
<b>Education - Primary</b>	Existing arrangements meet the need and are expected to do so for the foreseeable future	No deficit	Monitoring will continue but currently no planned investment	City Corporation	Not identified
<b>Education - Secondary</b>	Future projections show that there is unlikely to be sufficient numbers of schoolchildren to justify a viable secondary school in the City	No deficit	Monitoring will continue but currently no planned investment	City Corporation	Not identified
<b>Further Education</b>	There will be increased demand for further learning, however the need will be met on a London-wide level	Not City specific	Central London Infrastructure Study indicates that central London will have the greatest need. Provision is therefore on a London wide basis by YPLA & SFA – no data is available	City Corporation Young Peoples Learning Agency (YPLA) (Education Funding Agency from April 2012) Skills Funding Agency (SFA)	Not identified
<b>Adult Education</b>	There will be increased demand for adult learning, however the need will be met on a London-wide level	Not City specific	Central London Infrastructure Study indicates that central London will have the greatest need. Provision is therefore on a London wide basis by SFA – no data is available	City Corporation SFA	Not identified

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Higher Education</b>	There will be increased demand for higher education, however the need will be met on a London-wide level	Not City specific	London Metropolitan University will dispose of its current surplus sites and consolidate its remaining sites	City Corporation London Metropolitan University	Not identified
<b>Play facilities</b>	Currently meeting demand, however an increase in children is predicted in the City, both from visiting children and residents	No deficit	4 new play spaces are being developed. This should satisfy provision to 2026. However further assessments will be required by 2016	City Corporation through the Play Strategy and environmental enhancement area strategies	By 2011 cost £110,000 funded by DfE
<b>Primary healthcare</b>	Current needs met	In the short term there is unlikely to be any deficit	NHS East London and the City will develop four newly built primary care resource centres	NHS East London and the City	Total cost estimated at £1,157,369
<b>Secondary Healthcare</b>	Current needs met. To deal with future demand a further 20 bed spaces will be required in the PCT to 2026	In the short term there is unlikely to be any deficit	Data unavailable	NHS East London and the City	Total cost £2,990,780
<b>Community facilities</b>	City as a whole has sufficient community facilities. Mansell Street and Middlesex Street Estates require enhancement	In the short term there is unlikely to be any deficit	New community facility being developed on the Middlesex Street Estate	City Corporation through developer contributions	Detail not currently available
<b>Emergency Services - police</b>	Serious Organised Crime is an important issue to address	No deficit	The police have a capital programme which addresses the need for improvements	City of London Police through the Medium Term Financial Strategy	2010- 2013 Total anticipated funding to 2013 £3,700,000
<b>Emergency Services - fire</b>	Focus on rebuilding and refurbishing existing two fire stations in the City	No deficit identified in terms of built structures	Projects have been identified and prioritised through the London Fire Brigade Asset Management Plan for the next 15 years	London Fire Brigade Asset Management Plan	2009 - 2012 Total new programme costs to 2011 £6,600,000

	Need	Current Deficit	Planned Investment	Delivery Mechanism	Timescale & Costs
<b>Heritage Assets</b>	Reduce the number of heritage assets at risk towards zero	Listed buildings = 3 at risk; Scheduled Ancient Monuments = 6 at risk	To be determined	City Corporation Developers	2026

**APPENDIX 3: UNITARY DEVELOPMENT PLAN POLICIES**

The policies of the Unitary Development Plan 2002 (UDP) will be replaced by the LDF. Most of the policies lapsed upon the adoption of the Core Strategy. The remaining 55 UDP policies that will continue in force until the adoption of the Development Management DPD are listed below.

Policies of the UDP remaining in force which apply to specific locations are shown on the Proposals Map.

**Economic Activity**

ECON 6      Mixed Uses in Smithfield

**Housing**

- HOUS 2      Protection of Existing Housing
- HOUS 3      The Temples
- HOUS 4      Quality and Type of Housing
- HOUS 5      Housing in Mixed Developments
- HOUS 6      Housing provided by Institutions
- HOUS 10     Overlooking and Daylighting

**Recreation**

REC 7        Libraries

**Shopping and Services**

- SHOP 2      Replacement of Retail Facilities
- SHOP 3      New Retail Facilities in Development Schemes
- SHOP 4      Size of New Retail Units
- SHOP 5      Principal Shopping Centres
- SHOP 6      Vitality and Viability of the Principal Shopping Centres
- SHOP 7      Local Shopping Centres
- SHOP 8      Non-Ground Floor Units
- SHOP 9      Shopfronts

**Community Facilities**

COM 5        Provision of Public Conveniences

**Utilities and Environmental Resources**

- UTIL 2        New Facilities for Utilities and Infrastructure Services
- UTIL 3        Telecommunications Apparatus on Buildings
- UTIL 4        Telecommunications Apparatus in the Street and Open Spaces
- UTIL 6        Waste Storage and Collection

**Transport and Movement**

- TRANS 4      Taxis
- TRANS 7      Retention of Pedestrian Routes
- TRANS 9      Highway Hierarchy
- TRANS 10     Minimising the Effects of Highway Improvements
- TRANS 11     Traffic Management

TRANS 12	Cycles and Traffic Management
TRANS 15	Provision of Off-Street Servicing
TRANS 16	Public Parking
TRANS 17	Temporary Car Parks
TRANS 18	Non-Residential Parking
TRANS 19	Private Off-Street Parking: Change of Use
TRANS 20	Residential Parking
TRANS 21	Parking for Disabled People
TRANS 22	Cycle Parking
TRANS 23	Parking for Motorcycles
TRANS 24	Coach Parking
TRANS 25	Helicopters

#### **Environmental Quality**

ENV 6	Alterations and Extensions
ENV 7	Street Furniture
ENV 8	Street Scene
ENV 9	Trees and Landscaping
ENV 10	Works of Art
ENV 11	Development in Conservation Areas
ENV 13	Conservation Areas: Premature Demolition
ENV 28	Building Services
ENV 29	Shopfronts
ENV 30	Advertisements
ENV 31	Advertisements
ENV 35	Daylight and Sunlight
ENV 36	Floodlighting

#### **Archaeology**

ARC 1	Requirements for Assessment and Evaluation of Sites of Archaeological Potential
ARC 2	Preservation In Situ and Recording of Ancient Monuments and Archaeological Remains
ARC 3	Preservation In Situ and Recording of Ancient Monuments and Archaeological Remains

#### **Implementation and Monitoring**

IMP 5	Security in Mixed Use Developments
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## APPENDIX 4: GLOSSARY AND DEFINITIONS

### **Affordable Housing**

Affordable housing is defined primarily by affordability and not by tenure. It comprises 'social rented housing'; 'affordable rented housing' and 'intermediate housing.' Social rented housing is at rents no greater than target rents set by government for local authority, Registered Social Landlords (RSL) and cooperative tenants. Affordable rented housing has the same characteristics as social housing but is offered at up to 80% of local market rentals. Intermediate housing is sub-market housing where costs are above target rents for social rented housing but are below open market levels and are affordable by households on moderate incomes. Intermediate housing can include shared ownership, sub-market rented and key worker provision.

### **AMR Annual Monitoring Report**

Reports on progress in meeting the timetable of the Local Development Scheme (LDS) and contains indicators and targets to assess success in the delivery of Local Development Framework (LDF) policies.

### **CAZ Central Activities Zone**

The area defined in the London Plan where planning policy promotes financial and business services, specialist retailing, tourist and cultural uses and activities. The City is wholly within the CAZ.

### **Central London Resilience Forum**

A forum bringing together the emergency services, the Health Service, government bodies, Transport for London, utilities, businesses, the City of London and the boroughs of Kensington & Chelsea, Lambeth, Southwark, Tower Hamlets and Westminster. It provides a forum for cooperation and joint working between organisations across central London to ensure the effective preparation and delivery of emergency plans.

### **CPAT City Property Advisory Team**

A service provided by the City Corporation to help businesses find and retain premises in the City and City fringe and assist developers in delivering their schemes to the market.

### **CABE Commission for Architecture and the Built Environment**

The government's advisor on architecture, urban design and public space. CABE is part of the Design Council

### **CAAC Conservation Area Advisory Committee**

A consultative group set up to advise on planning applications and other proposals in the City's conservation areas.

### **Core Strategy**

A Development Plan Document (DPD) that sets out the overall planning vision of the LDF. Where they are needed, other Local Development Documents (LDD) will take forward its policies in more detail.

### **Critical Drainage Area**

Locations where sewers may not have capacity to cope with exceptionally high rainfall.

### **DCMS Department of Culture, Media and Sport**

Central government department of state whose responsibilities include recreation, the arts and historic buildings.

**Decentralised Energy**

Energy that is generated close to the place where it is used, so that transmission of electricity, heat and other energy carriers are minimised.

**Development Management**

The process by which the City Corporation (and, where appropriate, the Mayor of London and Secretary of State) use the planning system to manage new development in the City (including pre-application advice, determination of planning and other applications and enforcement). A DPD setting out policies for development management will be prepared following the Core Strategy.

**Design Council**

Advisor to central and local government on good design. It includes CABE, the Commission for Architecture and the Built Environment.

**DCLG      Department of Communities and Local Government**

The government department of state whose responsibilities include town planning.

**DPD      Development Plan Document**

Statutory Planning Policy document within the LDF. Its preparation process includes public examination. The City will have two DPDs: the Core Strategy and Development Management.

**Eco Design**

Design which incorporates improvements to the environmental performance of a building.

**EDO      Economic Development Office**

The City Corporation's service to promote the financial and business City and encourage inward investment.

**English Heritage**

The body responsible for advising the government, local authorities and others on historic buildings and archaeology.

**GLA      Greater London Authority**

The GLA comprises the Mayor of London (who has an executive role and makes decisions on behalf of the GLA) and a separately elected Assembly (a body of 25 elected Members which has a scrutiny role and is responsible for appointing GLA staff).

**Green Infrastructure**

A strategically planned and managed network of green spaces and other environmental features vital to the sustainability of any urban area. This includes (although not exclusively) trees, green roofs and walls and green corridors.

**Heritage Asset**

A building, monument, site, place, area or landscape positively identified as having a degree of significance meriting consideration in planning decisions. Heritage assets are the valued components of the historic environment. They include listed buildings, conservation areas, scheduled ancient monuments and world heritage sites, among others.

**Highway Hierarchy**

Categorisation of roads to provide guidance on preferred types of traffic depending on the suitability within the road network.

**Housing Trajectory**

A projection of the number of new homes expected to be added to the City's housing stock over a given time period.

**Intermediate Transport Modes**

Modes of transport which enable multiple individuals to access a single motor vehicle at different times, thus reducing parking demand, e.g. taxis, coaches, car clubs, private hire vehicles.

**Lifetime Homes**

Ordinary homes designed to provide accessible and convenient accommodation for a large segment of the population from young children to frail older people and those with temporary or permanent physical or sensory impairments.

**Listed Building**

A building or structure protected because of its historic or architectural interest. The list of such buildings is drawn up by English Heritage and the Department of Culture, Media and Sport.

**LDD****Local Development Document**

Documents in the LDF containing policies and guidance, comprising DPDs, Supplementary Planning Documents (SPD) and the Statement of Community Involvement (SCI).

**LDF****Local Development Framework**

The "folder" of documents that will contain the planning framework for the City. These documents include DPDs, SPDs, the Local Development Scheme (LDS) and the AMR.

**LDS****Local Development Scheme**

Timetable and project plan for producing the documents in the LDF. It is regularly updated.

**LIP****Local Implementation Plan**

Statutory transport plan produced by the City Corporation bringing together transport proposals to implement the Mayor's Transport Strategy at the local level.

**London Plan (Spatial Development Strategy)**

Prepared by the Mayor of London, it provides a London-wide planning strategy and the City's LDF must generally conform to it.

**LVMF****London View Management Framework**

Guidance by the Mayor of London on the protection of important views, including views of St Paul's Cathedral and the Tower of London.

**Mayor of London**

The Mayor is the executive head of the GLA. He is also responsible for a number of related organisations, including Transport for London and the Metropolitan Police Authority. The Mayor prepares London-wide strategies, including those for planning (the London Plan), transport, waste, energy, economic development, housing and air quality. He has powers to direct decisions on large planning applications.

**Municipal Waste**

Waste collected by a local authority, including domestic waste and street cleansing waste. It also includes commercial waste collected by the authority, although waste producers may also have this privately collected.

**Offsetting Measures**

The measures permitted for dealing with residual emissions remaining after taking account of energy efficiency and decentralised and low carbon energy sources e.g. retrofitting works undertaken by a developer to improve the energy efficiency of existing buildings in the vicinity of the development; export of low carbon heat from the development to other developments; or investment in low carbon community heat infrastructure.

**Open Space**

Land which is not built on and which has some amenity value or potential for amenity value. Amenity value is derived from the visual, recreational or other enjoyment which the open space can provide, such as historic and cultural interest and value. This includes open spaces in public or private ownership.

**Pipe Subway**

Tunnels, mainly under streets, that accommodate utilities such as gas and water pipes and electricity and telecommunications cables, providing a more efficient alternative to burying these in the ground.

**Planning Obligations**

Legal agreements negotiated between the City Corporation and developers (or offered unilaterally by developers) setting out undertakings relating to a planning permission. Also known as "section 106 Agreements."

PPS

**Planning Policy Statement**

Statements of national planning policy issued by central government. The government intend to replace all PPSs with a shorter, more concise National Planning Policy Framework.

**Proposals Map**

A map showing where policies of DPDs (and extended policies of the UDP) apply to specific locations.

**Public Examination**

All DPDs will be subject to public examination before an independent planning inspector, whose report recommending any changes to the DPD will be binding. The inspector assesses the "soundness" of the DPD.

**Rejuvenation**

Maximising opportunities for enhancement through appropriate redevelopment.

RSL

**Registered Social Landlord**

Providers of affordable and other social housing, including housing associations.

**Safer City Partnership**

A partnership comprising representatives from a range of City interests whose aim is to reduce the level of crime, disorder, antisocial behaviour and substance use in the City.

SA

**Sustainability Appraisal**

DPDs must be subject to SA, which ensures that they are soundly based on the principles of sustainable development. SA is carried out as the policies are developed so that they can take account of its findings.

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<b>SEA</b>	<b>Strategic Environmental Assessment</b> The term used to describe the environmental assessment of plans, required by EU Directive 2001/42/EC. It is carried out as part of the SA.
<b>SCI</b>	<b>Statement of Community Involvement</b> The plan for public consultation on the LDF and planning applications, adopted in 2009.
<b>SPD</b>	<b>Supplementary Planning Document</b> A document forming part of the LDF that explains the policies of a DPD in detail. It is subject to consultation, but not public examination.
<b>SPG</b>	<b>Supplementary Planning Guidance</b> Guidance that was prepared by the City Corporation to explain some of the policies of the Unitary Development Plan in more detail. The City's SPG is to be replaced by SPD in due course. The Mayor of London also prepares SPGs to explain policies of the London Plan.
<b>SUDS</b>	<b>Sustainable Urban Drainage Solutions</b> Range of sustainable measures for surface water management which reduce the amount, flow or rate of surface water discharge into sewers.
<b>TCT</b>	<b>The City Together</b> The Local Strategic Partnership for the City. This is an umbrella partnership (comprising the key public, voluntary and private sector providers and representatives of the City's business and residential communities) which is committed to improving the quality of life, governance and service provision in the City.  <b>The City Together Strategy</b> Subtitled "The Heart of a World Class City 2008-2014" and prepared by The City Together, this is the City's sustainable community strategy. It aims to improve and co-ordinate service delivery in the Square Mile.
<b>TfL</b>	<b>Transport for London</b> The body, under the control of the Mayor of London, responsible for strategic transport policy and the provision of public transport, including buses and the underground. TfL is responsible for certain major streets in the City.  <b>Tower of London World Heritage Site Consultative Committee</b> A committee of experts and policy makers providing guidance for the preparation and implementation of the Tower of London Management Plan, and comprising representatives from: Historic Royal Palaces, City of London, English Heritage, GLA, Government Office for London, International Council on Monuments and Sites (ICOMOS), Department of Culture, Media and Sport (DCMS), London Boroughs of Southwark and Tower Hamlets.
<b>UDP</b>	<b>Unitary Development Plan</b> The City of London UDP was adopted in 2002. Most of its policies have lapsed but 55 policies (listed in Appendix 3) will remain in force until the adoption of the Development Management DPD.
<b>UNESCO</b>	<b>United Nations Educational, Scientific and Cultural Organisation</b> Among UNESCO's responsibilities are the inscription of World Heritage Sites, which include the Tower of London.

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**Waste Management**

The London Plan's definition of waste management includes its use for energy recovery or composting or recycle sorting and bulking, but does not include waste transfer.

**Wheelchair Housing Standards**

Homes built to meet the standards set out in the second edition of the Wheelchair Housing Design Guide by Stephen Thorpe, Habinteg Housing Association 2006.

**World Heritage Site**

A site inscribed by UNESCO for its outstanding universal value. The Tower of London, located just outside the City's boundaries, is so designated.