

CITY CENTRE IMPROVEMENTS

Report of the Corporate Director Regeneration and Culture

1. Purpose of Report

- 1.1 This report asks Cabinet to confirm its commitment to and leadership of the regeneration of Leicester's City Centre, outlines the iconic value of the city centre to the long term social, economic and physical regeneration of Leicester as a whole, and details the work needed in the city centre to deliver that commitment over the next 3 financial years.

2. Summary

- 2.1 Leicester's City Centre is the universal space shared by all its citizens, its quality, cleanliness, safety and variety are seen as markers of the success of the whole city.
- 2.2 The City Centre is poised on the cusp of major regeneration. The Centre's streets and public spaces are becoming tired and need bringing back to life. The Council has a once in a lifetime opportunity to kick start the process of renewal to complement the retail development at the Shires.
- 2.3 The City Centre Virtual Team (CCVT) have prepared a draft Vision and Strategy for the City Centre and a City Centre Development Project (Appendices 1 and 2) and these have been supported by the City Centre Project Board and the City Centre Cabinet Sub Group.
- 2.4 Officers and the Lead Member for Regeneration have been meeting with Hammerson (the developer of Shires West) and the John Lewis Partnership (who are the prospective tenants for the new department store). Officers have prepared an implementation plan for developing the City Centre over the next three years (2005/06 – 2007/08) up to the anticipated opening date of Shires West. The implementation plan consists of those physical improvements and "management" measures identified in the City Centre Development Project that can be implemented in the next three years. These are set out in sections 2.3 and 2.5 of the supporting information.
- 2.5 The total estimated cost of those works and management over 3 years is £19.25m (section 2.4). Section 3 of the supporting information identifies potential funding sources. These sources are provisional at this stage.
- 2.6 This report proposes that the City Centre Virtual Team oversees the delivery of the City Centre Development Project, and brings proposals for project

management to the City Centre Project Board and the City Centre Cabinet Sub Group.

- 2.7 Cabinet is not being asked at this time to agree an allocation of finance to this project, you will have that opportunity through the capital budget setting process, but you are being asked to affirm the priority of the city centre as the heart of Leicester, agree the direction of travel for its future regeneration and confirm your commitment to some key policy issues.

3 Recommendations

3.1 Cabinet is recommended to:

1. Approve the Vision and Strategy (Appendix 1) and the City Centre Development Project (Appendix 2) for consultation
2. Confirm its support for investment in the City Centre to support the regeneration of the City as a whole.
3. Recognise the need to give the City Centre priority for funding from City Council sources
4. Approve the measures set out in the supporting information (sections 3 and 4) as priorities for implementation in 2005/6 to 2007/8
5. Approve seeking funding from other sources as set out in the report (section 5)
6. Reaffirm the policy issues set out in section 6

4 Financial & Legal Implications

Financial Implications

- 4.1 All figures in this report are indicative only, and will require verification prior to any commitment. Approximately £19.25m will be required over the next 3 financial years to deliver the first phase of the City Centre Development Project. Of this it is proposed that the City Council provide £7.2m from its own resources and £7.2m from the LTP. Realistic estimates of potential income from identified sources have been made totalling £4.85m, although at this stage these sums cannot be guaranteed. Additional and alternative sources of funding will be sought. In subsequent years additional funding will be required if all the measures in the City Centre Development Project are to be implemented. However, the proposed expenditure over the next three years does not commit the Council to further expenditure in later years.
- 4.2 The Prudential Framework is a potential source of funding for this scheme. Although, at present, the Council's application of the framework is for "Spend to Save" schemes, the draft Capital Strategy 2005/2008 incorporates "Once in a Generation" investment opportunities as a further circumstance.
- 4.3 The draft Capital Strategy has been approved by Cabinet and will be put before Council on 25 November this year.

Steven Charlesworth - October 2004

Legal Implications

- 4.4 Legal Services deploy as required an in house team with relevant development, funding, construction and Project Management experience and have dealt with

all the conceptual and a large part of the drafting, work arising on all the Projects to this point; including the major work of drafting the Project Agreement for the PACC; and the detailed approval and procedural work involved in the Shires CPO and planning and other agreements downstream from that.

- 4.5 Where appropriate, external expert resource exists and can be drawn upon. Presently, Legal Services have established close working relationships though the Corporate Director with the relevant Boards and Project Teams deployed on the various schemes, and the work though challenging, is well in hand.
- 4.6 Those working relationships are well supported by the relevant Directors as to resourcing and in other ways, and it is anticipated will continue to ensure the close detailed support each of these projects requires as they approach decision points, is available for the benefit of the Authority.

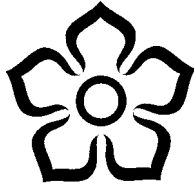
Stephen Stewart - October 2004

5 Report Author

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DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Cabinet



CITY CENTRE IMPROVEMENTS

Report of the Corporate Director Regeneration and Culture

Report

1. Background

1.1 Leicester's corporate plan has as one of its two strategic objectives:

“To improve our environment to make local neighbourhoods and the city centre places to be proud of”

The city centre is the only geographical area of Leicester singled out in this way because it is the marker of the city as a whole. Leicester's city centre is a universal space, shared, owned and visited by all our communities. The attractiveness, cleanliness, safety, excitement and economy of the city centre act as an indicator of the health of the city as a whole. A city centre that reflects Leicester's unique diversity and history, a city centre in which everyone feels pride will help raise our game and ensure that our citizens benefit from regenerated prosperity across the whole city.

1.2 The City Centre is about to be transformed by a number of major developments:

- **Shires West** -the extension of the Shires shopping centre to include a John Lewis store
- **Prime Office Core** -the creation of 500,000 sq ft of high quality office space around a reconfigured rail station
- **Waterside** - the creation of a residential area in the area between Vaughan Way and the canal
- **New Community** - the creation of a residential community in the St George's (north) area
- **Cultural Quarter** - the provision in the St George's (south) area of the Performing Arts and Convention Centre, the Depot and associated cultural developments
- **Leicester Royal Infirmary** - significant alterations to buildings and services offered
- **Universities** - significant alterations to the campuses of both Universities
- **Old Town** - Bovis Leand lease redevelopment

A plan of the City Centre showing these areas is attached as Appendix 3 to this report.

1.2 Individually these projects would have the potential to improve and change significantly Leicester's City Centre, both in reality and in perception. Taken together they offer a unique, once in a generation opportunity to transform the

City Centre and stimulate investment across the city, drawing in other development as regeneration proceeds. The total value of all these investments is likely to be of the order of £2 billion.

- 1.3 If these changes in the City Centre are to deliver the City Council's vision for Leicester the City Council should seize the opportunity to lead, drive, co-ordinate and control that regeneration.
- 1.4 The City Council, in Cabinet's agreement to the City Centre Project Arrangements paper in June of this year, recognised the importance of the City Centre by setting up an officer and Member structure for steering and delivering city centre projects.
- 1.5 The City Centre Virtual Team, made up of the key officers (and representatives of the City Council's partners) already responsible for activity in, and development of, the City Centre, has already prepared a draft of a Vision and Strategy for the City Centre (attached as Appendix 1 to this report) as a starting point. That vision, along with the draft outline draft City Centre Development Project comprising an Action Plan and Programme (attached as Appendix 2 to this report) was supported by the officer City Centre Project Board, and the City Centre Cabinet Sub Group.
- 1.6 The draft Vision and Strategy requires further work to make it ring with the particular values of Leicester. In particular we would want to strengthen its emphasis on
 - Inclusion for all people
 - Safety
 - Quality and appropriateness of design
- 1.7 The Vision and Strategy and the City Centre Development Project accord with current City Council strategy documents such as the Corporate Plan and will inform and be co-ordinated with any new work such as the Urban Action Plan.

2. The plan

- 2.1 Officers have been working with the Leicester Regeneration Company, City Centre Management, Leicester Shire Promotions Ltd, Hammersons (the developers of the Shires) and others on these proposals and their implications. Most recently a series of meetings have been taking place with the John Lewis Partnership (who are the prospective tenants for the new department store) to discuss City Centre improvements.
- 2.2 Following from these discussions the CCVT have prepared an implementation plan for the next three financial years (2005/06 – 2007/08), up to the anticipated opening date of the Shires West development. The plan consists of two types of work identified from the City Centre Development Project:
 - Physical improvements
 - "Management" measures

that can be implemented within the next three years. These are detailed in the following sections of this report.

3. Physical Improvements

3.1 The City Centre needs a physical improvement. In particular, the public realm is tired and occasionally cluttered and inappropriate, both within the retail area and elsewhere. Different areas of the City Centre would benefit from different approaches to give them a sense of place and help way finding. The City Centre would benefit from pedestrian and cycle routes linking the different parts of the City Centre with each other and with arrival points (e.g. car parks, bus stops and stations, rail station). Other measures such as removing buses from the Clock Tower area, ensuring people can find their way around and improving car parks would also make the City Centre more attractive. A series of proposals for physical infrastructure are listed and briefly described below.

High Street and Market Place

3.2 These are the top priorities for reconstruction before the opening of Shires West. Work on High Street is expected to take place in 2007 to ensure its completion by the time Shires West opens. The reconstruction of Market Place will also need to be timed to coincide with the Market redevelopment which may limit the extent of the work possible before 2008.

Gallowtree Gate and Market Place Approach

3.3 Gallowtree Gate is in need of major refurbishment and its improvement would give considerable encouragement to existing retailers to remain. It would also link to the pedestrian improvements from the Cultural Quarter to the retail circuit along Halford Street (part of the Liveability Project), which would be extended into the Market along Market Place Approach.

Cank Street and Cheapside (part)

3.4 The reconstruction of the remainder of Cheapside would complete a high quality link between The Shires and The Market and could be extended into Cank Street to begin the improvement of The Lanes area.

Granby Street

3.5 Reconstruction of Granby Street would provide a significant improvement to the environment greeting visitors arriving by rail and at East Street car park, and providing a link to Gallowtree Gate and then to the whole of the retail circuit.

Newark Street/Welford Road jct, Market St, Hotel Street, St Martins, Loseby Lane

3.6 These improvements would enhance the arrival experience for visitors using Newark Street car park and entering the City Centre. It would also enable the first section of the extension of a very high quality pedestrian route from New Walk through the City Centre to the Waterside area to be provided.

Rutland Street/ Belvoir Street

3.7 Belvoir Street forms the southern side of the retail circuit and with Rutland Street provides an alternative link to the Cultural Quarter. The improvement of this route would further assist in anchoring this part of the retail circuit and in particular Market Street.

Bus corridor

3.8 The bus corridor to replace High Street/Belgrave Gate (begun with the construction of Shires West) will be completed in the Mansfield Street area. This is a significant scheme (£3m) intended to be funded from the LTP, but which is essential to relieve High Street, the Click Tower and Belgrave Gate of buses to enable a high quality pedestrian environment to be provided.

Way finding

- 3.9 The City Centre needs a comprehensive signing and information system for visitors to the City Centre. Proper signage will ensure that visitors are guided to the City Centre and an appropriate destination/car park and once they have arrived that they can easily negotiate the City Centre to find all its facilities and attractions.

City Council car parks

- 3.10 City Council car parks will be improved to a secure standard, and other necessary enhancements carried out.

Disabled access

- 3.11 A disabled access strategy will be adopted and implemented by application to the design of all the measures proposed and by specific measures identified by audits.

Cycling

- 3.12 All schemes will include provision for cyclists as appropriate to ensure that there are safe and direct routes for cyclists into and across the City Centre and high quality parking facilities in locations and numbers to meet cyclists' needs.

Landscaping

- 3.14 Work will be begun to introduce landscaping features on the Central Ring Road and at the rail and bus stations to improve the appearance of these areas for visitors

Estimated costs

- 3.15 Table 1 indicates the very approximate anticipated costs of these measures.

Public realm and pedestrian routes	2005/06	2006/07	2007/08	Total
High Street		0.5	2.5	3.0
Market Place		1.0	0.5	1.5
Gallowtree Gate and Market PI Approach	1.0	1.0		2.0
Cank Street and Cheapside	1.0			1.0
Granby Street	0.75	0.75	0.5	2.0
Newarke St/Welford Rd jnct, Market St, Hotel St, St Martins, Loseby Lane	0.5	1.5	1.0	3.0
Rutland Street, Belvoir Street			1.0	1.0
Total	3.25	4.75	5.5	13.5
Other measures				
Bus corridor		1.5	1.5	3.0
Way finding		0.5	0.5	1.0
Car parks		0.25	0.25	0.5
Disabled access		0.25	0.25	0.5
Cycling	0.08	0.08	0.08	0.24
Landscaping	0.17	0.17	0.17	0.51
Total	0.25	2.75	2.75	5.75
Total Expenditure	3.5	7.5	8.25	19.25

4 Management Measures

- 4.1 If Cabinet agrees, the following management priorities will be implemented in the period prior to the opening of Shires West to ensure that the City Centre offer is significantly upgraded to a very high standard.

Quality Benchmarking

- 4.2 In order to ensure that the physical works are of a high quality, complementary to the existing built environment and consistent across the City centre, quality benchmarking is required to establish standards. These will be developed over the next six months in consultation with key stakeholders and in particular Hammerson and John Lewis in relation to High Street.

Improved maintenance

- 4.3 Ensuring that the public (and private) realm and public (and private) buildings are in good condition, quickly repaired and clean is essential to make visits pleasant and encourage visitors to return. The City Council in the Regeneration and Culture 3 year budget strategy has already committed extra funds for this and the next two financial years.

Enhanced City Centre Management

- 4.4 As a highly complex organism the City Centre requires coherent, robust and co-ordinated management to ensure it presents itself at its best. The City Council must support, work with and enhance the existing City Centre Management organisation to further develop its activities.

Marketing and Branding Plan

- 4.5 The completion of the Shires extension, the arrival of John Lewis and the measures being delivered by the City Centre Development Plan will offer major marketing and branding opportunities that will be developed.

Car parking management

- 4.6 The unified management, operation and branding of car parking, combined with improvements to the car parks themselves has the potential to enhance trips to the City Centre. These opportunities will be investigated and developed with other parking operators in the City Centre firstly through a Quality Parking Partnership and then through any appropriate mechanism identified and agreed.

5. Funding

- 5.1 No funding is yet in place to deliver this Project, however potential sources of funding to meet the expenditure on physical works have been identified and are summarised in table 2 below:

Table 2

Income	2005/06	2006/07	2007/08	Total
Local Transport Plan	0.70	3.25	3.25	7.20
LSEP/emda and English Partnerships	0.60	1.00	0.85	2.45
City Council Capital Programme (Bid)	1.70	2.50	2.50	6.70
City Council car park income		0.25	0.25	0.50
Shires West Section 106 Contribution			0.92	0.92
Other Section 106 Agreements	0.50	0.50	0.48	1.48
Total	3.50	7.50	8.25	19.25

- 5.2 Where necessary the bidding processes to obtain this funding have been started. In other cases, such as for the Section 106 Agreements, a mechanism will be put in place to identify developments from which contributions will be sought and to establish the appropriate level of contribution.
- 5.3 Additional or alternative sources of funding will be sought in case there is a shortfall in funding from sources identified above, or scheme costs increase.

Funding will also be required for some measures such as the enhancement of City Centre Management and the preparation and implementation of a Marketing and Branding Plan; this will be sought from other bodies and retailers in the City Centre as well as the City Council.

5.4 Other potential sources of funding include Landfill Credit and European Programmes. RSM Robson Rhodes, have been engaged by the City Council to advise on external funding and their expertise will be used on this Project.

5.5 Any funding required to develop improved Car Park Management should come from the operators themselves (including the City Council as a car park operator) in proportion to the size of their operation. This is not expected to involve significant expenditure.

6 City Centre Access Strategy

6.1 The improvements to the City Centre itself must be complimented by improvements to the ability of people to visit the City easily. This is being addressed by the City Centre Access Study which covers all modes of transport, but a significant proportion of the new visitors expected to be attracted to the City Centre will be car borne. Attention will, therefore, be needed on off-peak highway capacity and the car parking offer in the City Centre. While existing car parks will be improved some of them may be replaced with better located and designed car parks as part of redevelopment schemes.

6.2 The operation of public transport in the City Centre is also an important consideration, with accessibility to all City Centre attractors, reduced standing time (and, therefore, stand requirement) and removal of congestion affecting buses being key factors.

7. Policy Issues

7.1 As part of the process of ensuring that appropriate major developments take place in the City Centre rather than in less accessible locations Cabinet are recommended to confirm the following policy issues:

- Retail developments should be consolidated within the City Centre wherever possible. Structure and Local Plan policies give high priority to sustaining and enhancing the retailing role of the City Centre concentrating new retail development there. Elsewhere, any proposed retail development will be subject to sequential testing
- The existing level of City Centre car parking will be retained with priority given to short stay parking to support City Centre uses, especially retailing. The City Centre Accessibility Strategy will give further consideration to this issue
- The City Council at present does not intend to seek the introduction of any form of road pricing. This issue will have to be considered further by the City Centre Accessibility Strategy particularly in view of future Government advice on funding mechanisms.

8. Delivery Mechanism

- 8.1 This report proposes that the City Centre Virtual Team oversees the delivery of the City Centre Development Project, and brings proposals for project management to the City Centre Project Board and the City Centre Cabinet Sub Group. Consideration will be given to inviting other parties to meet with or join the CCVT.
- 8.2 To ensure that the implementation accords with the works being undertaken construct Shires West, co-ordination and monitoring meetings will take place with Hammerson and other interested parties, including John Lewis, as necessary.
- 8.3 Hammerson have offered project programming assistance to this project. Officers intend to accept this offer to speed up the preparation of a programme.

9. Financial, Legal And Other Implications

Financial Implications

- 9.1 Approximately £19.25m will be required over the next 3 financial years to deliver the first phase of the City Centre Development Project. Of this it is proposed that the City Council provide £7.2m from its own resources (£6.7m bid from the corporate capital programme and £0.5m from on-street parking income) and £7.2m from the LTP. Realistic estimates of potential income from identified sources have been made totalling £4.85m, although at this stage these sums are only indications and cannot be guaranteed. Additional and alternative sources of funding will be sought. In subsequent years additional funding will be required if all the measures in the City Centre Development Project are to be implemented. However, the proposed expenditure over the next three years does not commit the Council to further expenditure in later years.

Legal Implications

- 9.2 There are no legal implications seen to arise from the contents of this report.

- 9.3 Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	Yes	All the measures proposed will be implemented so as to ensure that the City centre is accessible and available to all. 3.11; 1.1
Policy	Yes	The measures contained within this report are in line with existing policies to protect and promote the City Centre. 1.1
Sustainable and Environmental	Yes	The proposals in this paper will help to ensure the future sustainability of the City. 3.12
Crime and Disorder	Yes	The City Centre Development Project will ensure that it ensures that it helps deliver a safe and crime free city centre. 1.1
Human Rights Act	No	
Older People on Low Income	No	None specific, but see Equal Opportunities implications above.

10. Risk Assessment Matrix

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	Regeneration of City Centre does not occur resulting in Citywide decline	L	H City L Council	Explore new ways of working with partners and developers to maximise investment and avoid spiral of decline.
2	Insufficient funding available to fulfil programme described	M	H Council	Seek alternative funding sources, implement at a slower rate, reduce costs
3	Insufficient staff resources available to deliver programme as described	M	H Council	Buy in project management resources, appoint additional staff, reduce other workload, implement at a slower rate
4	Project(s) overspend/reduce quality/delay	M	H Council	Apply Council project management standards to all aspects of the project. Ensure rigorous overview. Use qualified and experienced project managers
5	Failure to find suitable contractors	L	M Council	Parcel projects in the most competitive way. Use procurement to develop medium term partnerships with contractors
6	Shires West development does not occur	L	H City M Council	Explore new ways of working with partners and developers to maximise investment and avoid spiral of decline.
7	John Lewis do not take a store in Shires West development	L	H City L Council	Offer support in finding alternative key tenant
8	Shires West skews retail profitability in the city centre	M	H city L Council	These proposals are designed to ensure the attractiveness of the retail core outside of the Shire West Development

L - Low
M - Medium
H - High

L - Low
M - Medium
H - High

11 Background Papers – Local Government Act 1972

- Report to Cabinet June 2004 – Project Management arrangements for the City Centre
- Report to City Centre Cabinet Sub Group September 2004 – Virtual Team

12 Consultations

This report was considered by Corporate Directors' Board on 19th October 2004.

Consultation with stakeholders, ward Members, City Centre users and residents will take place if this report is approved.

13 Report Author

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THE CITY CENTRE A VISION

What do we want

1. A City Centre with an identity – that feels like Leicester and reflects its defining characteristics e.g. its cultural diversity, fine architecture, industrial heritage, festivals, sporting excellence, environmental achievements.
2. A City Centre which exemplifies and celebrates the city's cultural diversity and which is cohesive, inclusive and accessible to all individuals and communities.
3. An enlarged and regenerated City Centre where there is a high degree of connectivity to Leicester's neighbourhoods.
4. A vibrant, exciting and welcoming City Centre in which people choose to live, learn, work, play and visit.
5. A City Centre that is clean, green, safe, well maintained and managed and in which people have pride.
6. A City Centre that promotes the social, economic and environmental well-being of the wider city.
7. A City Centre which is the retail and employment centre of the City, County and Region, with suitable accommodation to become the location of choice for facilities which serve the whole city.
8. A City where there is always activity, and where that activity is always accessible, including by public transport.

Our Priorities: Activities/ facilities

1. Strong and diverse economic activity with opportunities for business development of all sizes and in all sectors, and opportunities for local people.
2. A varied and balanced night and day time economy with cafés, bars, restaurants and clubs, and a range of hotel accommodation to meet the needs of business and leisure users.
3. A thriving retail core including major national multiples in The Shires and Haymarket Shopping Centres and Gallowtree Gate and speciality shopping in The Market, The Lanes and Market Street,
4. A new Cultural Quarter and a dynamic range of cultural and leisure activities including Leicester's professional sporting clubs, festivals and events, museums, galleries, films, music, media, theatre and a new central library.
5. An increased range of high quality residential accommodation including accessible and affordable housing to meet a range of needs.
6. Developing the Science Park, National Space Centre and Belgrave attractions as extensions of the City Centre – linked to it by high quality public transport, pedestrian and cycle routes.
7. Crime and disorder management which will ensure a safe and secure City Centre for all users where anti-social behaviour, graffiti and litter will not be tolerated.
8. Public facilities including bike parking, public telephones, toilets etc at convenient locations across the whole area

Our Priorities: The Environment

1. The major radial routes into the City and the points at which traffic arrives at the City Centre will be enhanced to provide a positive impression of the City, to welcome people to the City and to announce their entry into the City Centre
2. Access to the City Centre will be facilitated by clear signs, maps (fixed and paper) and interpretation boards.
3. The public realm will be of the highest quality with green and open spaces, beautiful parks, pedestrian walkways, artistic and functional street furniture, public art displays etc.
4. Poor quality buildings will be removed and new developments will be of the highest quality, including quality shop fronts.
5. The character and architectural heritage of different parts of the City Centre will be respected and developed – universal standards and Victorian pastiche will be avoided
6. Additional green and open spaces will be introduced and good pedestrian and cycle links provided to Abbey Park, Castle Gardens, Victoria Park and the Riverside.
7. Minimise the negative environmental impacts associated with the physical development of the City Centre (eg the production of construction waste and the

generation of air pollution) and make the most of opportunities to enhance the environment (eg greater biodiversity) as outlined in the 'Leicester Better Buildings' Guidance.

8. A Low Emission Zone will be created which in conjunction with Air Quality Management Plans will significantly reduce pollution.

Our Priorities: Access

1. The City Centre will be accessible to all by car bus, park and ride, rail, cycle and pedestrian access.
2. The transport policies and strategies will maximise accessibility for all including those groups often disadvantaged by current transport provision – young, old, disabled people, women, socially excluded.
3. The enlarged City Centre will be connected by intra-City Centre bus services and pedestrian and cycle routes.
4. Vehicle / pedestrian conflicts will be minimised and a traffic free zone covering the main retail areas will be created – there will be a much greater degree of pedestrianisation overall.
5. The Central Ring Road will be reduced as a barrier, but highway capacity to serve the central area will be maintained or improved

How we will get there: Management and Organisation

1. An integrated management and development arrangement is being established to bring together Leicester City Council and its partners in driving forward the vision for the city centre. Partners include Leicester Regeneration Company, City Centre Management, CoC, Police, Primary Care Trusts, Leicester Partnership and its theme groups, transport operators, interest groups, faith groups, community groups and residents.
2. This integrated approach is essential if we are to meet the many challenges of developing the city centre. Together we will develop a multi-disciplinary approach to problem solving and service delivery.
3. A City Centre "Virtual" Team has been established in Leicester City Council created from staff who remain in their usual posts but work together to prepare and deliver a City Centre Strategy, based on this draft vision. This team will be vital in delivering the vision for the city centre – problem solving, tackling 'silos' and providing strategic direction for city centre services.
4. The City Centre Strategy will be drawn up in consultation with stakeholders and will reflect the priorities of other key strategies of Leicester City Council and its partners eg regeneration, crime and disorder, health, education and lifelong learning, economic, environment, community and cultural strategies.
5. Adequate resources must be made available for the City Centre Strategy to be developed and implemented effectively.

City Centre Virtual Team, 30 June 2004

CITY CENTRE DEVELOPMENT PROJECT

Appendix 2

Draft Timetable

PROMOTIONAL / MANAGEMENT

Strategy / Masterplan			
1.7	Write a city centre strategy	Underway Complete by	Spring 2005 I
1.7.1	Establish a masterplan for the shopping district	Preparation of strategies underway Complete by	Spring 2005 I
1.7.2	Agree a quality benchmark for the city centre environmental improvement scheme	Underway Complete by	December 2004 I
1.7.3	Articulate the defining characters of the city centre	Underway Complete by	September 2004 I
Improving Retail Offers			
1.1	Upgrade the tenant mix and management of the market square	Complete by	Summer 2007 I & II
1.7.4	Build on the existing diversification of markets	Ongoing	From Summer 2004 I, II & III
2.8.1	Establish longer trading hours/days in the city centre, including the establishment of Sundays as successful trading periods.	To be achieved by	Autumn 2007 I & II
3.4	Engage local businesses, landowners and investors in upgrading their offers.	On going Significant improvement by	From Summer 2004 I, II & III Autumn 2007 I & II
2.8	Bring public buildings into wider use to complement existing shopping offer in the retail quarter	On going	From Summer 2004
City Centre Management			
1.5	Implement a sustainable regime of city centre management	Already in place Extend partnership on basis of Strategy and Action Plan	Now I June 2005 and on-going II & III
1.7.5	Establish a City Centre management company and charter	Already in place Consider need for alternative by	Now June 2005 I
2.9	Establish economic partnership with LCC, LRC, Hammerson, JL and other strategic city centre stakeholders	Discussions extended from current series Options for partnership considered Partnership established	Summer 2004 I Autumn 04/Spring 05 I By Summer 2005 I
2.7	Establish and implement a branding and marketing plan for the city centre.	Consider options for extending current programme to include retail emphasis Establish and implement	Autumn 04/Spring 05 I From Summer 2005 II
Transport Strategy			
4.8	Devise a new transport plan for the city centre.	Undertake City Centre Accessibility Study Consult and prepare LTP II Publish "plan"	To end of 2004 I Spring 2005 I Summer 2005 I
4.10	Produce a design brief to ensure successful physical linkage between the 5 key zones of the regeneration master plan	Prepare brief Implement schemes as part of implementation of intervention proposals and in conjunction with other works	By Summer 2005 I From summer 05 II & III
4.9	Ensure full access to city centre and its facilities by disabled people	Strategy prepared Strategy consulted upon and adopted	Autumn 2004 I By spring 2005 I
4.7.1	Achieve city centre wide parking tariffs	Raise status of QPP Agree objectives and legal	Autumn 2004 I Autumn 2005 I

		process Implement	By 2007	II
Physical Works				
Early				
1.3 & 4.6	Pedestrianise High Street	Design Traffic regulation orders Construct	2007	II
1.1	Upgrade the physical environment of the market square	Design Construct	2006 Spring/Summer 2007	I II
4.7	Clear consistent way finding in the whole of the retail circuit	Design Implement	2005 Spring 2006 – autumn 2007	I II
4.7.3	Carry out comprehensive review of wayfinding, in the city centre..	Review Changes implemented	by Spring 2005 by 2007	I II
1.2	Upgrade the physical condition of all city centre public car parks	Undertake review Design improvements Implement	2004/05 2005/06 2006/07 – 2008/09	I I II
4.7.5	Ensure new bus set down facilities in Shires	Complete by	Autumn 2007	II
4.7.6	Ensure bus route implemented	Complete by	Autumn 2007	II
Later				
1.4	Upgrade fabric of streets and public spaces		Some by Spring 2007, rest by 2011	II & III
1.6	Establish coherent routes in the retail core and clear links to other districts of the city centre and the primary public transport hubs.		Some by Spring 2007, rest by 2011 & on-going changes	II & III
4.5	Encourage use of cycles: improve facilities and routes		Some by 2007 then on-going	I, II & III
4.9	Ensure full access to the city centre and its facilities by disabled people	Strategy implemented (through all schemes and by special measures) Substantially complete by	From 2005/06 Autumn 2007	I II
Longer Term Issues				
1.7.6	Implement landscaping scheme at strategic transport links and highways interfaces	Details to be determined by City Centre Accessibility Strategy	Some by Spring 2007, rest by 2011 & on-going changes	I, II & III
4.3	Achieve and maintain 7,600+ high quality public car parking spaces in the city centre	Details to be determined by City Centre Accessibility Strategy	Significant improvements by 2007, but completion not until 2011	II & III
4.4	Upgrade public strategic transport facilities	Details to be determined by City Centre Accessibility Strategy	Some by 2007 then on-going	II & III
4.7.2	Carry out a review of integrated traffic management systems with enhancements in place.		Now	I
4.7.4	Improve the pedestrian access from the railway station to the city centre,		In accordance with LRC timetable	
Management – Other				
3.4.1	Establish a training/learning and skilling programme to serve the retail industry		From Summer 2004	
3.4.2	Establish a customer care training programme for new and existing businesses		From Summer 2004	
3.4.3	Establish a recruitment programme targeting people looking for retail employment		From Summer 2004	
3.4.4	Establish a research programme to understand multicultural dynamics		From Summer 2004	
3.4.5	Establish local community programme to encourage the diversification of the resident and visitor population in the city centre		From Summer 2004	
3.4.7	Establish a regime for encouraging local businesses to maintain minimum standards		From Summer 2004	

	of presentation and customer care.		
Outcomes			
2.1	Create 5,000 new jobs in the city centre	Target	By 2008
2.2	Create 10,000 new jobs in the city centre	Target	By 2012
2.3	Create 15,000 new jobs in the city centre	Target	By 2016
2.4	Increase comparison goods sales in the city centre to £Xmillion.	Target	By 2008
2.5	Sustain 4% annual growth in comparison goods sales.	Target	From 2009
2.6	Widen the range, quality and choice of shopping, leisure, catering, culture, markets and education activities on offer in the city centre.		From 2004
3.1	In excess of 70% of city centre jobs taken by Leicester residents		From 2006
3.2	3,000 new homes in the city centre		By 2010
4.1	Maintain current capacity for cars on central ring road/St Nicholas' Circle		On-going
4.2	Improve journey times by 5%		Will depend on LTP of
Developments			
2.9.1	Open Performing Arts and Conference Centre (PACC)		Autumn 2007
2.9.2	Initiate Phase 1 of office quarter		2008
2.9.3	Complete the initiative to deliver a cohesive and improved retail core.		Summer 2007
Other			
3.3	Upgrade social infrastructure to ensure city centre is physically and psychologically accessible to all Leicester residents		By 2007

HT/TD/BMP/9955/005

15 October 2004

CITY CENTRE DEVELOPMENT PROJECT DRAFT PROGRAMME

1	GOAL	Create a new heart for Leicester City Centre with a distinctive sense of place, making a significant change in everyone's perception of Leicester as an integrated place to live; work; visit and shop. Making Leicester city centre the destination of choice for the East Midlands
2	GOAL	Reverse the leakage of retail sales out of the city. Capture a significantly higher proportion of the catchment's comparisons goods annual spend by improving the quality, catering, cultural and leisure facilities in the city centre. Create employment opportunities.
3	GOAL	Ensure local communities benefit from and participate in the redevelopment of the city centre
4	GOAL	Achieve the highest accessibility rating of any city centre in the East Midlands for all users by all forms of transport
<p>COMMENT: The Highways and Transportation Division is currently engaged in two major pieces of work which will inform all JLP's objectives. These are the City Centre Accessibility Study (CCAS) and the updating of the Central Leicestershire Transport Model (CLTM). These will also form the basis of the next Local Transport Plan (LTP) (2006 –2011) by which the City Council will get Government approval for transport expenditure. The key aim is to maximise accessibility of the City Centre by all modes, for everyone but especially shoppers who do not currently choose Leicester as their shopping destination. As much choice as possible will be provided, while the adverse effects of vehicular movement will be minimised. The access study will report towards the end of 2004 which will coincide with the completion of the modelling work. The LTP has to be submitted to Central Government by July 2005, a decision on funding will be announced in December 2005 and implementation will commence from April 2006. An objective of the 2 studies is to prepare a bid for additional funding (above and beyond the LTP) to enable the provision of the major transport infrastructure required in and around the City Centre to deliver the level of accessibility determined as necessary.</p>		

PROMOTIONAL / MANAGEMENT

Strategy/Masterplan

1.7	Write a city centre strategy	The CCVT is producing a City Centre Vision and Strategy, informed in part by the sound analysis which formed the basis of the LRC Masterplan, and on the findings of an intensive period of information gathering and observation of issues. This work has already been undertaken (and continues) to inform, influence and guide emerging major projects and initiatives. The Vision and Strategy will identify the strengths, weaknesses and unique characteristics of the City Centre, and set out how the City is required to change and improve, and identify mechanisms and timescales for achieving that change. Partners, key stakeholders and other interested parties or individuals will be engaged in its preparation and widespread will take place.	CCVT / LRC / CCM / partners / key stake holders /	Spring 2005
1.7.1	Establish a masterplan for the shopping district to include hierarchy of buildings and public spaces, design and quality criteria, materials, landscaping and lighting	On behalf of the CCVT, the Urban Design Group is currently preparing briefs for a series of linked strategies for the City Centre, including <ul style="list-style-type: none"> • Public Realm • Street Furniture • Lighting and • Landscape These will inform the designs and costs for 1.4	UD / CCVT / Highways and Transportation Division	Spring 2005
1.7.2	Agree a quality benchmark for the city centre environmental improvement scheme	The aforementioned Strategies (see 1.7.1) will set standards and benchmarks, aimed at substantially improving the quality of the City Centre environment. We have recently developed the Leicester Better Buildings Initiative, which will provide guidance and encouragement for developers in the delivery of higher quality buildings.	Urban Design / CCVT	December 2004
1.7.3	Articulate the defining characters of the city centre	This has already been partly undertaken in the production of Conservation Area Character Appraisals and Statements. The remainder of these are a priority for the Conservation Team. The definition and appropriate reinforcement of character areas will be an important element of the City Centre Strategy and supporting Strategies (see 1.7 & 1.7.1). Implementation of Heritage elements of the Best Value Review of Heritage Services will also assist with this.	CCVT / Urban Design / English Heritage / LRC	September 2004

Improving Retail Offers

1.1	Upgrade the physical environment, tenant mix and management of the market square to create an attractive heart to the city centre.	<p>Improvements to the Market Square will form part of the Vision and Strategy for the City Centre. We are currently exploring funding options for public realm improvements.</p> <p>In addition, we have commissioned a feasibility study to explore options for</p> <ul style="list-style-type: none"> the redevelopment of the Indoor Market to an alternative facility (to aid regeneration of the area) and relocating the Food Hall to the outside market. <p>This is likely to include improvements to the Market Square itself, to</p> <ul style="list-style-type: none"> improve servicing and refuse collection arrangements, provide a more attractive, higher quality market offer and improve the physical environment. <p>We will be happy to discuss key elements with JLP, and seek to bring these forward in line with their opening.</p>	Markets / Urban Design / Highways and Transportation Division / Market Traders / LRC	Summer 2007
1.7.4	Build on the existing diversification of markets to include antiques and arts markets – expand to other city centre public squares	<p>In the last 2 years the City Centre Management Board has introduced continental and farmers markets. Antiques and arts markets could be a natural development of these, which we will pursue.</p> <p>The City Centre and Public Realm Strategies, and major projects such as the LRC Retail Circuit and the St. George's Churchyard Project will reinforce and improve the network of linked open spaces, designed to provide for a range of uses, including markets, events and activities.</p>	Markets / CCM / LRC	From Summer 2004
2.8.1	Establish longer trading hours/days in the city centre, including the establishment of Sundays as successful trading periods.	<p>Sunday trading is already established in parts of the City Centre. However, it is recognised that this could be considerably extended. A key objective of many of the LCC and LRC current and proposed initiatives is to improve the physical environment of the City Centre, and the range of facilities. An equally important objective is to substantially increase the numbers and mix of people living in the City Centre. These combined improvements will greatly enhance the attraction of longer trading hours, for both traders and their potential customers.</p> <p>If JLP and the Shires generally open for extended hours, it is expected that many more traders will also participate. The City Centre Management Board and the CCVT are leading on the promotion of this issue.</p> <p>We are currently exploring opportunities for opening the market for longer hours (moving towards a later finish on peak days), and assessing the demand from traders and shoppers for a City Centre Sunday market. This demand appears to be increasing alongside the general demand for increased Sunday trading.</p>	CCM / JPL / LPL / Hammersons / CCVT / CoC	Autumn 2007
3.4	Engage local businesses, landowners and investors in upgrading their offers.	<p>We are working with our City Centre Management Board, including the Chamber of Commerce, to encourage the participation of local businesses in the improvement of the City Centre. The CCVT will further support this, as will our direct communication through pre-application planning negotiations, and the preparation of Supplementary Planning Guidance for the Development Frameworks for the</p>	LCC / CCM / CoC / LRC	From Summer 2004

		<p>Intervention Areas (and others).</p> <p>We positively and proactively engage in early dialogue with landowners, developers and investors, to achieve and encourage a higher quality, more appropriate new development. We look to involve CABA in this work where appropriate.</p> <p>Our Leicester Better Buildings Project is intended to provide guidance and encouragement for better quality buildings.</p>		
2.8	Bring public buildings into wider use to complement existing shopping offer in the retail quarter	<p>We are currently considering the future use and ownership of a number of significant LCC owned public buildings, including the Central Lending and Reference Libraries. Options for consideration include a PFI scheme for a new purpose built central library facility, to include life-long and adult learning, customer and information services. Either a new-build project or a refurbishment would be expected to greatly increase (possibly quadruple) already increasing visitor numbers.</p> <p>Recent changes to legislation have allowed us to bring forward a long standing aspiration to relocate the Registry Office into the Town Hall. This will ensure the refurbishment of the listed building and its return to full and highly beneficial use. Existing tenants are currently being relocated, and the Registry Office is due to take occupation April/May 2005. The introduction of this facility will provide an important opportunity to modify the adjacent Town Hall Square, to create an attractive and vibrant space for gathering and photographs in connection with wedding ceremonies.</p> <p>The listed City Rooms are currently being disposed of, on a long leasehold basis, to allow more vibrant and beneficial use as a restaurant and bar, with a longer term aspiration for a hotel facility.</p>	LCC	From Summer 2004

City Centre Management

1.5	Implement a sustainable regime of city centre management to create, promote and maintain a safe; secure; vibrant and engaging environment.	<p>Leicester already has a City Centre Management Board, which is a collaborative partnership seeking to harness the creative energy of the business community and harness this with key delivery networks. It aims to create a 21st Century City of choice, opportunity, quality, vibrancy and fun. The Board is supported and funded by a wide range of private, public and voluntary sector organisations, including Leicester City Council, the Shires and Haymarket Shopping Centres, large and small retailers, the Leicester Mercury, local radio stations, Leicestershire Constabulary and the Chamber of Commerce. These are now being joined by a wide range of national and local businesses under the Leicester City Centre Management Stakeholder initiative.</p> <p>The City Council will work with the CCM towards its further enhancement by attracting even wider membership.</p> <p>The City Council is also enhancing its regime of City Centre management by the establishment of the CCVT, which will undertake a wide range of measures to ensure a co-ordinated approach to the promotion and improvement of the City Centre.</p> <p>One of the major issues in managing the public realm is the inefficiency and frustration that arises from the amount of equipment, street furniture, etc. that is installed by various bodies including the City Council (with all its responsibilities) and the utilities. The Liveability Project is about to pilot a database of all items in the St. George's area using GIS. A protocol will be established with all parties with powers to place anything in the public realm, requiring them to consult the database manager to ensure co-ordination of equipment.</p> <p>Learning from this experience will be transferred to providing a city centre wide GIS to improve efficiency and reduce street clutter throughout the City Centre.</p>	CCM / LRC / CCVT / CoC	June 2005 and on- going
1.7.5	Establish a City Centre management company and charter	<p>Leicester already has a City Centre Management Board (see 1.5). It is currently satisfied with the Board arrangement as opposed to the formation of a limited company. However, the Board and its partners are willing to consider other models, if these could achieve greater benefits. The Board will be pleased to engage with JLP, to hear their views and suggestions on the further development and improvement of this service.</p> <p>As an example of our willingness to contemplate alternative management structures the creation of a 'Not for Profit' organisation or independent management company is being suggested for the St. George's area. This will increase community involvement in the management of parks and open spaces and to develop the ownership of solutions to associated problems and opportunities. The scheme will inform innovative citywide improvements to public realm delivery, management and maintenance.</p>	CCM / CCVT / LRC	July 2004

2.9	Establish economic partnership with LCC, LRC, Hammerson, JL and other strategic city centre stakeholders to set strategies. Implementation through city centre management organisation.	Existing regeneration partnerships in the City Centre already support the principle of creating agreements for economic development. An example of this is our work with Hammersons, JPL and others to develop further agreements on Local Labour policies.	Regeneration Division	Summer 2004
2.7	Establish and implement a branding and marketing plan for the city centre.	<p>This already exists as the Leicester Revealed initiative, which is headed up by Leicester Shire Promotions (LPL). This was commenced in 2001 and was launched to the public in November 2003. The objective of the initiative is to help Leicester residents and visitors notice what is special about the city, through a journey of exploring and creating a vision. A series of themed years has been devised, up to 2010 and then beyond:</p> <ul style="list-style-type: none"> • 2004 will have the theme of Taste Leicester! • 2005 will have the theme Create Leicester! <p>These will celebrate, promote and explore the diversity of what Leicester currently has to offer, but will also encourage people to learn more about the future of the City, in particular the creation of the Cultural Quarter and major regeneration projects.</p> <p>With regard to the 'branding' of the City, one of the most interesting aspects about Leicester is that it is very diverse in all respects, in particular in the diversity of its people. Therefore, it doesn't have a single identity or selling point. This is regarded as a strength of the City, and presents many varied opportunities for celebrating and promoting the City's 'specialness' and uniqueness.</p>	LPL / CCVT / CCM / CoC	Summer 2005

Transport Strategy

4.8	Devise a new transport plan for the city centre. All strategies to be picked up in the transport plan	Such a plan will arise from the CCAS and the preparation of LTP II. The plan is intended to be "complete" by summer '05, but will not be fully implemented before 2011 at the earliest. There will opportunities for key stake holders such as JLP to be involved in its formulation. Cost of implementation will be very significant but is likely to be the subject of a Major Scheme Bid in conjunction with the LTP.	Highways and Transportati on Division / all other parties	Plan completed Spring '05 Implementa tion by Summer 2011
4.10	Produce a design brief to ensure successful physical linkage between the 5 key zones of the regeneration master plan	A brief to meet this requirement can be prepared by summer 2005; implementation will take place as the Masterplan is implemented.	Highways and Transportati on Division CCVT / Urban Design	By Summer 2005
4.9	Ensure full access to the city centre and its facilities by disabled people	<p>Considerable work has already been carried out over the years to make the City Centre accessible to disabled people:</p> <ul style="list-style-type: none"> • There are 2 shop mobility schemes, in the Shires and the Haymarket Bus Station • There are specialised accessible bus services • The major bus companies are replacing their fleets with low floor buses and level access bus stops are being constructed to make all bus services accessible to disabled people • Dropped kerbs are provided across the City Centre to ease crossing the road • Signalised pedestrian crossings have facilities for blind and partially sighted people – beepers and rotating cones • 57 on street disabled persons parking places are provided • Free parking for disabled drivers is provided in City Council car parks and in the metered bays <p>A Disabled Access Policy for the City Centre is currently being developed based on consolidating what we already do and best practice from elsewhere. It will ensure that access by various modes is enabled and that barriers to moving around the City Centre are removed. Implementation will be incorporated in all works and additionally as necessary. Existing provision as described above will be further extended.</p>	Highways and Transportati on Division / bus operators / car park operators / developers	By Spring 2007 and on-going
4.7.1	Achieve city centre wide parking tariffs to encourage shoppers with price competitive with neighbouring cities	We are advised that collusion on parking tariffs is illegal because of the Office of Fair Trading. Means to overcome this to achieve a uniform tariff structure such as a formal Partnership or a Joint Venture will be investigated, but pricing has to be at a commercial level and provide a spread of tariffs to meet people's needs and reflecting the location and function of the different car parks.	Highways and Transportati on Division / car park operators	By 2007

PHYSICAL WORKS					
Phase I					
1.3 & 4.6	Pedestrianise High Street	High	This forms part of the Shires S106 agreement, with the total cost estimated to be £1.8m, split 50:50 between Hammersons and LCC. It is anticipated that buses will be removed from the High Street in Spring 2007, following other essential works and to accord with the Shires development timescales. Pedestrianisation can then be immediately implemented, in accordance with the Public Realm and Landscape Strategies. Planning has already begun on the Traffic Regulation Orders necessary to enable buses (and other traffic) to be removed and will be progressed to ensure sufficient time for a public enquiry should this prove necessary.	Highways and Transportation Division / Urban Design / Hammersons / Bus operators	Autumn '07
1.1	Upgrade the physical environment, tenant mix and management of the market square to create an attractive heart to the city centre.		Improvements to the Market Square will form part of the Vision and Strategy for the City Centre. We are currently exploring funding options for public realm improvements. In addition, we have commissioned a feasibility study to explore options for <ul style="list-style-type: none"> the redevelopment of the Indoor Market to an alternative facility (to aid regeneration of the area) and relocating the Food Hall to the outside market. This is likely to include improvements to the Market Square itself, to <ul style="list-style-type: none"> improve servicing and refuse collection arrangements, provide a more attractive, higher quality market offer and improve the physical environment. We will be happy to discuss key elements with JLP, and seek to bring these forward in line with their opening.	Markets / Urban Design / Highways and Transportation Division / Market Traders / LRC	Summer 2007
4.7	Clear consistent way finding in the whole of the retail circuit		The LRC's Masterplan has identified a Retail Circuit anchored on the Shires, Humberstone Gate (West) and Market Street with a new attraction required in the south east corner. It is clearly very important that visitors to the City are able to identify and follow this circuit. It is also important to assist visitors trying to find specific destinations anywhere within the City Centre. <ul style="list-style-type: none"> 30 new on street maps have already been erected throughout the City Centre and pocket size versions will soon be available – these will be updated as necessary A pedestrian signing network with approximately 110 signs already exists but requires modernising A "Visitor Information Strategy" is proposed which will incorporate signing, maps, handouts, publicity and promotion etc. (See also 4.7.3 below)	Highways and Transportation Division / Leicester Shire Promotions / CCM	By 2007 and then on-going
4.7.3	Carry out a comprehensive review of wayfinding, in the city centre by all modes of transport,.		<ul style="list-style-type: none"> A Visitor Information Strategy is proposed which will cover the whole of the City Centre, with special emphasis on arrival points (car parks, public transport nodes and other entry points). (See also 4.7 above.) Direction signing for motorists into and within the City Centre will be addressed to ensure that 	Highways and Transportation Division / LPL / CCM	Review by Spring 2005 Changes implemented by 2007

		<p>motorists can easily find their chosen destination, or the nearest car park to their arrival point in the City Centre</p> <ul style="list-style-type: none"> • Tourist (brown) direction signing will also be considered for suitable attractions. 		
1.2	Upgrade the physical condition of all city centre public car parks to ACPO Secured Car Park Scheme Standards.	<p>We support this intention but most are outside the control of the City Council. We are already engaged in discussions with other car park operators, and we will also discuss possible improvements with the Police, through the Crime and Disorder Partnership, and seek their advice by the end of the year. However, there is an intention through the City Centre Accessibility Study (see Section 4) and with the LRC, to replace some existing multi-storey car parks with new, better located facilities, and it may be preferable to take this route rather than invest in the existing car parks. See also 4.3. LCC will also seek to form Quality Parking Partnerships (QPP) with other car park operators to secure improvements.</p> <p>The cost of upgrading the City Council's 2 multi-storey car parks could be in the region of £0.25m, and a decision could be taken to allocate City Council funds (from car parking income) in March 2005.</p>	Highways and Transportation Division / car park operators / Police / LRC	End 2008
4.7.5	Ensure new bus set down facilities in Shires	<p>This is part of the agreement with The Shires and will provide</p> <ul style="list-style-type: none"> • Two way bus only road on Causeway Lane • 7 bus stands on Causeway Lane with a further 3 on St Peter's Lane • Associated facilities such as bus shelters, Startrak equipment etc. • Direct links pedestrian links into the Shires and the rest of the City Centre (See also 4.4 above.) 	Hammersons / Highways and Transportation Division / bus operators	Spring 2007
4.7.6	Ensure bus route implemented	<p>To complete the bus corridor to replace the High Street/Belgrave Gate route, the City Council has designed a scheme between St Peter's Lane and Charles Street to include:</p> <ul style="list-style-type: none"> • One way bus operation around Church Gate/Gravel St/Sandacre St/ Mansfield St • Direct connection with St Margaret's Bus Station • New two way bus only road between Mansfield Street and Charles Street • Creation of "open space" at junction of Belgrave Gate and Charles Street • Creation of 12 new stops (See also 4.4 above.) 	Highways and Transportation Division / bus operators	Open by Spring 2007

Phase II				
1.4	Upgrade fabric of streets and public spaces to create a safe, secure and welcoming environment, to a consistent standard.	<p>The process to ensure that this happens has already been started by the City Centre Virtual Team (CCVT). The team is producing a City Centre Vision and Strategy (see 1.7), supported by Public Realm, Street Furniture and Landscape Strategies. The cost will depend on the type of materials used and the areas to be covered, but it is expected to be at least £5m for high quality design, materials and execution. We will be happy to discuss our intentions with JLP, to identify their key requirements, which we will seek to complete for their opening.</p> <p>The City Council has increased its main programme for investment in Parks & Green Spaces across the City by £2.7m over 3 years, to increase quality of maintenance standards and reinvest in replacement and new features. We are working with the Police to introduce community support officers in parks, together with accreditation of Parks Staff to enforce bye-laws.</p> <p>The City Council has recently reviewed and restructured its Environmental Services operations and created Area Managers (who are now in post) to deliver a more responsive service.</p> <p>The Liveability Project is piloting Integrated Street Services (with a view to rolling it out to the rest of the city centre) to test new and more efficient ways of delivering environment street services and co-ordinating works and installations to reduce street clutter. All the key service deliverers will join-up their services to ensure the environment is cleaner and maintained to higher standards, with an enhanced inspection regime and new Anti Social Behaviour powers being optimally utilised. Improving the local environment through more responsive services will help to reduce crime and the fear of crime.</p>	Highways and Transport Division / Urban Design / CCVT / Environmental Services Division / Culture Division	Some by Spring 2007, rest by 2011
1.6	Establish coherent routes in the retail core and clear links to other districts of the city centre and the primary public transport hubs.	<p>The City Council has already undertaken considerable work to identify key pedestrian and cycle links, necessary to knit together all residential areas, (existing and proposed), attractions and transport hubs of the City Centre, and to fully integrate all emerging Masterplan intervention areas and other major projects and areas of change, for instance the Cultural Quarter and Performing Arts and Conference Centre. This work is to be further developed by the Public Realm and City Centre Strategies, to ensure these routes are appropriately delivered, to the highest standards. One of these routes is the extension to the famous, historic New Walk, to link this, through the commercial shopping core and the Shires extension, to the new Waterside area. We have been working closely with our partner, the LRC, to bring this forward as early as possible. The City Council has already carried out design work on some parts of the route and a contract is about to be let for the design of the route, and implementation will follow as soon as possible.</p> <p>We are also currently engaged with the LRC in the delivery of the Retail Circuit Project. This work will seek to connect, reinforce and expand the existing retail offer in the City Centre, and will be closely integrated with the wider Pedestrian Links Project (see 1.4 above) and the Visitor Information Strategy (4.7 & 4.7.3), to ensure maximum compatibility and co-ordination.</p>	Highways and Transport Division / Urban Design / LRC	Some by Spring 2007, rest by 2011 & on-going changes

4.5	Encourage use of cycles: improve facilities and routes	<p>This is a key objective of the LTP.</p> <ul style="list-style-type: none"> • A network of cycle routes across the City, many of which serve the City Centre, is already being established and will be further developed. • Within the City Centre cycle facilities will be incorporated in the “coherent routes” discussed in 1.6 • 300 cycle parking spaces are already available and more will be provided 	Highways and Transportati on Division Cycle groups	Some by 2007 then on-going
4.9	Ensure full access to the city centre and its facilities by disabled people	<p>Considerable work has already been carried out over the years to make the City Centre accessible to disabled people:</p> <ul style="list-style-type: none"> • There are 2 shop mobility schemes, in the Shires and the Haymarket Bus Station • There are specialised accessible bus services • The major bus companies are replacing their fleets with low floor buses and level access bus stops are being constructed to make all bus services accessible to disabled people • Dropped kerbs are provided across the City Centre to ease crossing the road • Signalised pedestrian crossings have facilities for blind and partially sighted people – beepers and rotating cones • 57 on street disabled persons parking places are provided • Free parking for disabled drivers is provided in City Council car parks and in the metered bays <p>A Disabled Access Policy for the City Centre is currently being developed based on consolidating what we already do and best practice from elsewhere. It will ensure that access by various modes is enabled and that barriers to moving around the City Centre are removed. Implementation will be incorporated in all works and additionally as necessary. Existing provision as described above will be further extended.</p>	Highways and Transportati on Division / bus operators / car park operators / developers	By Spring 2007 and on-going

Longer Term Issues

1.7.6	Implement landscaping scheme at strategic transport links and highways interfaces to soften the appearance and enhance linkages between districts	<p>This forms part of the Vision and Strategy for the City Centre, and will be incorporated into the Public Realm and Landscape Strategies and the Pedestrian Links project (see 1.6). Landscaping works in connection with highways could cost in the region of £1m.</p> <p>Landscape Architects are currently being commissioned by LCC to develop proposals for 10 existing parks in the City, to achieve improvements to their environments and facilities and to help create safe, attractive and successful links between residential areas and the City Centre.</p>	Highways and Transport Division / Urban Design	Some by Spring 2007, rest by 2011 & on-going changes
4.3	Achieve and maintain 7,600+ high quality public car parking spaces in the city centre	<ul style="list-style-type: none"> • There are currently more than 7,500 parking places in the City Centre including over 6,500 off-street, and 950 on-street. • The number of off-street parking places will increase to over 7,600 when the new Shires car park is built. • The City Council as part of a balanced transport strategy will wish to see the retention of this level of car parking and its provision to the highest possible standard. • The QPP (see 1.4) will be one route to achieving this as will replacement of old, poor quality car parks with new state of the art ones. • Improvements to retained car parks will be pursued (see 1.2 above) • The current level of on-street car parking will be maintained and increased wherever possible • The City Council has recently installed a car park variable message signing system (with 31 signs) which displays the number of spaces available in each multi-storey car park. • One 500 space park and ride site is already operating. • A further 3 park and ride sites are planned with a total of 3,000 spaces are. 	Highways and Transport Division / NCP / Police / Other car park operators / County Council	Significant improvements by 2007, but completion not until 2011
4.4	Upgrade public strategic transport facilities	<p>This is a key objective of both LTP I and LTP II and which will be informed by CCAS.</p> <ul style="list-style-type: none"> • Bus priority measures have already been introduced on some major radials (e.g. Hinckley Road, Welford Road and Narborough Road) comprising some 15,500m of bus lanes ,and will be provided on the rest during the life of LTP II • New bus infrastructure has already been introduced into the City Centre (e.g. Charles Street, Rail Station Interchange) • The access study will identify further requirements which will be delivered through the LTP and the additional funding bid (also see 4.7.6 below for Mansfield Street proposal) • New bus shelters are being introduced across the City – 440 at present • Level access provision is being introduced at all bus stops, 640 have already been completed • Real Time Public Transport Information is provided through the Startrak system (240 signs) which is displayed at bus stops and available via mobile phone texting and on the web with over 600 texts being received each day with 1000 hits a day on the web • the Startrak system will be extended to more bus routes through LTP (and possibly other) funding 	Highways and Transport Division / Bus Operators / JCDecaux	Some by 2007 then on-going

		<ul style="list-style-type: none"> An off-bus ticketing pilot scheme is about to be introduced, the aim of which is to increase bus stop efficiency by reducing standing time – if successful this will be extended to all City Centre stops 		
4.7.2	Carry out a review of integrated traffic management systems with enhancements in place.	<p>The City Council already has a comprehensive traffic management system in place (Area Traffic Control with over 1/3 using SCOOT etc. which manages all the traffic signals in Central Leicestershire area). This also incorporates</p> <ul style="list-style-type: none"> the Car Park Variable Message Signing System the Startrak Real Time Bus Information system Selective vehicle detection of, for example, late running buses, to give them priority at junctions. <p>Work is constantly underway to update these systems.</p>	Highways and Transportati on Division / car park operators / bus operators	Now
4.7.4	Improve the pedestrian access from the railway station to the city centre, by upgrading the railway station environment and links to the city centre. Review the passenger capacity of the station to meet future needs,	<p>This is directly addressed by the Prime Office Core proposals around the station which propose to</p> <ul style="list-style-type: none"> Turn the station concourse through 90° to face the City Centre Provide a glazed footbridge over the Central Ring Road into a new public square Provide a bus interchange around the square with 8 new stops Link with high quality pedestrian routes into the City Centre via Granby Street, Charles street and St George's Churchyard (see also 1.6 above). <p>The station itself is owned/controlled by Midland Mainline and Network Rail with whom we already work. A Partnership needs to be established to ensure co-ordinated delivery and maximum benefit. The CCAS will be looking at rail usage and capacity.</p>	Highways and Transportati on Division / LRC / Midland Mainline / Network Rail / bus operators	Co-ordinated with Prime Office Core delivery

Management - Other				
3.4.1	Establish a training/learning and skilling programme to serve the retail industry	The recently launched Leicester Employment Strategy has already identified that there is a jobs and skills mismatch within the City and that new retail opportunities will require a skilling programme for Leicester residents, to co-ordinate with the opening of the Shires extension. We will talk to JLP and the Shires about their specific views and requirements in this respect.	Regeneration Division / LSEP / LSC / CCM	From Summer 2004
3.4.2	Establish a customer care training programme for new and existing businesses	We will encourage customer care training programmes wherever opportunities arise. We already hold open days to assist people wanting to start their own business, providing them with information, advice and support.	Regeneration Division / CCM	From Summer 2004
3.4.3	Establish a recruitment programme targeting people looking for retail employment	Within the new Employment Strategy a recruitment programme will be established, in partnership with JLP, for the new retail development. We will also seek to negotiate and implement a local employment policy.	Regeneration Division / CCM / Job Centre Plus / JLP	From Summer 2004
3.4.4	Establish a research programme to understand multicultural dynamics	A number of research programmes already exist that can be used to refine further research. Existing documents include the Cohesion study, Leicester University cultural cohesion study and Comedia's Leicester Revealed research. We will make this work available to JLP.	Andy Keeling and R&C research teams	From Summer 2004
3.4.5	Establish a local community programme to encourage the diversification of the resident and visitor population in the city centre	All Strategies set out to increase and support diversification. We are encouraging the development of a range of appropriate facilities and a mixed and balanced residential population in the City Centre. We are also ensuring that transport provision has the City Centre as its focus.	CCVT	From Summer 2004
3.4.7	Establish a regime for encouraging local businesses to maintain minimum standards of presentation and customer care.	<i>We already do this within some of our current initiatives, but we will seek to increase the participation of local businesses, to help us improve the environment, services and facilities of the City Centre. We will do this mainly through the City Centre Management Board and the work of the CCVT.</i>	CCM / CCVT / CoC / LRC	From Summer 2004

Outcomes				
2.1	Create 5,000 new jobs in the city centre	We have already identified economic clusters for Leicester and are now influencing the Leicester Shire Economic Partnership (LSEP) and Learning & Skills Council (LSC) in providing skills and training to match those clusters. We are also establishing a team to promote Intermediate Labour Market (ILM) intervention and are developing a Local Labour Policy for developers. The specification for the LCC Depot project includes incubator units for SMEs in the creative industries.	Regenerati on Division / LSEP / LSC	By 2008
2.2	Create 10,000 new jobs in the city centre	As 2.1	Ditto	By 2012
2.3	Create 15,000 new jobs in the city centre	AS 2.1	Ditto	By 2016
2.4	Increase comparison goods sales in the city centre to £Xmillion.	<i>This is not directly in the Council's control, but it can be significantly influenced by the wide ranging City Centre improvements identified in 2.6, by improving the attractiveness of the City Centre for investment and expansion, and by encouraging appropriate high quality environments and accommodation.</i>	CCVT / CCM / LRC	By 2008
2.5	Sustain 4% annual growth in comparison goods sales.	As 2.4 and 2.6	CCVT / CCM / LRC	From 2009
2.6	Widen the range, quality and choice of shopping, leisure, catering, culture, markets and education activities on offer in the city centre.	Expanding and reinforcing the City Centre shopping offer is a key objective of the LRC Masterplan Retail Circuit Project, and LCC City Centre Vision and Strategy and Cultural Strategy. This objective includes creating physical space and opportunity for the centre to expand, by reducing the barrier of the Central Ring Road, and creating strong pedestrian links to adjacent areas. This, together with the creation of appropriate, high quality environments, will facilitate, attract and support a wider range of activities, attractions, services and facilities. As part of our partnership work on the LRC intervention areas, especially in the New Community, we have been working closely with our Education colleagues. A study has been commissioned, to identify and address school requirements for the City Centre, to meet existing and potential needs. The results of the study are expected in two months time, and will be fed into the emerging Development Frameworks. Existing cultural facilities within Newarke Houses and the New Walk Museum are programmed for refurbishment in 2005. The Depot Project (incubator units for the creative industries) is nearing completion, and the construction of the Performing Arts and Conference Centre is due to commence on site January 2005, with opening programmed for April 2007. (See also 1.7.4 and 2.8.1.)	CCVT / CCM / LRC	From 2004
3.1	In excess of 70% of city centre jobs taken by	For many years the City Council has been involved in ILM projects, and regeneration strategies in the City have recognised the imperative of maximising the employment potential for Leicester residents. We	Regenerati on Division	From 2006

	Leicester residents	will negotiate a Local Labour Policy and develop projects in the Intermediate Labour Market (ILM). We will focus skills and training on meeting the needs of the construction and retail sectors.		
3.2	3,000 new homes in the city centre	We are working with the LRC, and proactively with developers, to ensure that the numbers and mix of City Centre residential populations are significantly enhanced. We have been closely involved in the preparation of the Masterplan, and associated Development Frameworks and have led on pre-application advice for other major regeneration proposals, to ensure that high quality residential environments are created, in appropriate locations, and with the necessary infrastructure and services to ensure sustainable communities. The level of current interest suggests that the figure of 3,000 new homes could potentially be exceeded.	LCC / LRC / Housing Corporation	By 2010
4.1	Maintain current capacity for cars on the central ring road/St Nicholas' Circle	The access study and the transport model will predict flows and capacity requirements and make recommendations about the provision for travel by all modes. It is unlikely to seek to reduce capacity of the Central Ring Road (CRR) but there may well be alterations to the way the road is laid out and used. Development beyond, and movement across, the CRR (other than solely by car) must also be catered for, especially in the vicinity of St Nicholas Circle, where a new road may be proposed.	Highways and Transportation Division	On-going
4.2	Improve journey times by 5%	An objective of the LTP will be to reduce congestion and delays. However, even on an optimistic view of people travelling for 50 minutes to visit the City, a 5% saving will only be 2½ minutes. Measures to assist bus operations will be proposed which will significantly reduce journey times and improve reliability. Walking and cycling journey times will improve.	Highways and Transportation Division	Will depend on implementation rate of LTP

Developments

2.9.1	Open Performing Arts and Conference Centre (PACC)	The main construction programme for the PACC will commence in January 2005, and the Centre is programmed to open April 2007. In readiness for this, the Liveability Project will deliver substantial public realm improvements to the Cultural Quarter, including: <ul style="list-style-type: none"> a newly created public square in front of the entrance and foyer to the building improved connections to the City Centre, and a major redesign and rejuvenation of the adjacent St. George's Churchyard (in partnership with the LRC and Emda) This last project will create the key public space and outdoor activity focal point for the whole of the Cultural Quarter, and will establish high quality pedestrian links between the new Office Core, the Cultural Quarter, adjacent residential area and the City Centre. We feel that there is an opportunity for JLP to engage with the delivery of this major facility, and we would very much like to talk about their possible contribution to that project.	Regeneration Division / CCVT / LRC	Autumn 2007
2.9.2	Initiate Phase 1 of office quarter	<i>We continue to work very closely with the LRC in the production of the Development Framework and Supplementary Planning Guidance for the Office Core, in particular with regard to</i>	LCC / LRC	2008

		<p>creating a high quality environment and ensuring that successful links are created between the railway station, office core, adjacent residential area, City Centre and Cultural Quarter.</p> <p>The first phase of the delivery of the Office Core is the conversion and redevelopment of the listed police station. A planning application is currently being considered for the demolition works, and the project is imminent. This project will be reinforced by the works to the adjacent St. George's Churchyard and the capital projects that form part of the Liveability Project.</p> <p>We are currently in negotiations with the LRC and developers regarding the early delivery of the first entirely new- build office project within the area.</p>		
2.9.3	Complete the initiative to deliver a cohesive and improved retail core.	<i>This is included within the City Centre Vision and Strategy, the LRC Retail Circuit Project and the Pedestrian Links Project, in particular.</i>	LRC CCVT CCM	/ / Summer 2007
Other				
3.3	Upgrade social infrastructure to ensure city centre is physically and psychologically accessible to all Leicester residents	<p>This will form part of the City Centre Vision and Strategy.</p> <p>Many of the previously mentioned strategies are specifically intended to improve the accessibility and attractiveness of the City Centre, to help support, reinforce and more closely represent the multi-cultural mix of the wider City. The work on pedestrian routes and Development Frameworks will encourage the creation of successful links between new and established residential areas and the City Centre. For instance, the Liveability Project will seek to connect St. Matthew's to the Cultural Quarter and the City Centre, and our work with the Belgrave Masterplan consultants will identify ways to better link the Belgrave area with the City Centre.</p> <p>The Liveability Project in St.George's will benefit those with least access to choice and least opportunity to 'buy' improved quality of life. Many events emerging from the new space in the area will be open air and free, and specific marketing to otherwise excluded groups will be part of our sustainability strategy (e.g. not promoting St George's to its neighbouring emerging community of Somalis through leaflets as theirs is a culture that uses the spoken word rather than the written word).</p> <p>Through the Review of Festivals & Events we will consider how best to target the city centre and make it more accessible, where necessary.</p>	CCVT	By 2007

