
Cabinet

22 September 2009

Name of Cabinet Member:

Cabinet Member (Policy, Leadership and Governance) – Councillor Taylor
Cabinet Member (City Development) – Councillor Ridley

Director approving submission of the report:

Director of City Development and Director of Finance and Legal Services

Ward(s) affected:

St Michaels

Title:

Delivering the City Centre Masterplan

Is this a key decision?

No

The Council considered the Jerde Masterplan and this is the implementation stage and therefore to ensure continuity of the decision making process by Members, Cabinet is asked to decide where to exclusively focus its attention and commit resources to secure the timeliest and most viable redevelopment in accordance with the principles outlined in the Jerde Masterplan.

Executive summary:

Following extensive consultation, clear public support and the development and subsequent adoption of the Jerde Masterplan as a statement of intent for the redevelopment and regeneration of the city centre, the Council is now focused on ensuring the scheme can be delivered within a realistic timescale in a challenging global market.

The consultation process has shown clear support from residents, local businesses, traders and retailers for a radical improvement of the city centre. The impetus for change is supported by the major land-owners of the city centre who have all outlined their commitment to working with the Council and other partners to ensure the successful redevelopment of the central shopping area.

With the scale and nature of the redevelopment work, it is important that the city centre remains open for business whilst demolition and construction work takes place. It is therefore, essential that the development works to deliver the Jerde Masterplan are phased, and the development proposals from the different land-owners have been considered in order provide a recommendation on where to focus the first phase of development.

The proposal received from Corovest, the owners of West Orchards, are for the redevelopment to commence in the north of the central shopping area (West Orchards, Smithford Way and The Burges) The proposal from Aviva and Explore, owners of the Victoria and Albert buildings are for the redevelopment to commence in the south (City Arcade, Hertford Street and Market Way) of the central shopping area.

Recommendations:

Cabinet be requested to agree the following recommendations:

1. The focus for the first phase of the city centre redevelopment should be in the south of the central shopping area
2. To delegate authority to the Director of City Development and the Director of Finance and Legal Services to complete a collaboration agreement with the major land owners of the areas identified on the annexed plan, in order to secure a third party developer (subject to a further report to members)
3. Subject to approval of additional resources through the formal budget setting process, approve development costs of up to £1.1m to enable the collaboration agreement to be secured, including work to detail an implementable scheme and consultants costs necessary for the procurement of a developer/contractor to deliver the scheme

List of appendices included:

Map of the north and south central shopping area

Other useful background papers:

Jerde Masterplan

Cabinet Report - City Centre Precinct Masterplan, March 2009

Has it or will it be considered by Scrutiny?

No

Has it, or will it be considered by any other Council Committee, Advisory Panel or other body?

Cabinet (City Centre) Advisory Panel - 25th August 2009

Will this report go to Council?

No

Report title: Delivering the City Centre Masterplan

1. Context (or background)

- 1.1 Between January 2008 and Spring 2009, the Council undertook a successful and innovative campaign to develop a brief for the city centre masterplanners, Jerde. Local people were involved at the very earliest stage, in order to shape and inform the masterplanners work.
- 1.2 Following the initial public consultation, Jerde produced a draft masterplan, which was then presented through a second public consultation programme to allow local people the opportunity to comment and refine the masterplan principals. From which, the local people have influenced crucial changes which include reverting to a round design for a new market, making the new Coventry Arena smaller and lowering the heights of the proposed office and residential towers and locating these at the edge of the city centre development.
- 1.3 Further to the public consultation and engagement work, the 10 guiding principles of the Jerde masterplan were adopted as the Council's statement of intent to transform the city centre. The Council must now maintain the momentum of delivery in a challenging global market.
- 1.4 The next decision is where to focus the first phase of development. The major land-owners of the city centre have all outlined their commitment to working with the Council and other partners to ensure the successful redevelopment of the central shopping area. With the scale and nature of the redevelopment work, it is important that the city centre remains open for business whilst demolition and construction work takes place. It is therefore essential that the development works to deliver the Jerde Masterplan are phased, and the development proposals from the different land owners have been considered in order to identify where to focus the first phase of development.
- 1.5 This report reviews the proposals from the land-owners and evaluates the options.

2. Options considered and recommended proposal

2.1 Where to start development

- 2.1.1 The following issues have been considered before making a recommendation about where to start development:
 1. scale of development required to attract new retail that will significantly change the perception of the city;
 2. aspirations and commitments of the developers/landowners with significant interests in the city centre shopping area;
 3. ease of land assembly;
 4. viability of the scheme;
 5. occupier interest likely to be attracted;
 6. speed at which development can occur;
 7. linkages with other city centre schemes;
 8. effect on the Council's revenue return;
 9. regeneration impact of the scheme including the effect on the Coventry Retail Market and the Meantime Strategy.

2.2 Scale of development

- 2.2.1 The city centre masterplan calls for a transformational shift in the city centre shopping offer - with any new development creating a critical mass sufficient to attract a new anchor store and flagship occupiers.
- 2.2.2 To deliver this the area to be redeveloped has to be large enough to create a critical mass. This is the only way to give retailers, particularly anchor stores, the confidence that their surroundings will be of a high quality. Typically, major anchor tenants are large department stores that in turn anchor further development. They generally require up to 200,000 ft² of floor space and nine or 10 large quality retail occupiers adjacent, providing a total floor space of circa 350,000-400, 000 ft². For comparison the Touchwood shopping centre in Solihull is 650,000 ft².
- 2.2.3 It is not practical to consider developing the whole central shopping area in one phase. Firstly, it radically reduces the developers who can commit to the scheme because of the scale and investment required. It would close a large part of the shopping centre at once and drastically affect the retail market at a time when it is recovering from recession. It would also create negative competition between investors and developers for investment funds and key tenants. To create a critical mass without incurring the above issues it is proposed that the new development scheme should only approach half the central shopping area in the first phase.
- 2.2.4 The current premium retail trading areas are the Lower and Upper Precincts. The shops in these locations are held on long leases by privately owned companies, Scottish Life and Aviva Investments respectively. Discussions with both investors have revealed that they do not wish to redevelop these assets and therefore any decision to redevelop the central shopping area needs to focus on development of either the north or south leaving the shops on the Upper and Lower Precinct largely untouched. This is in line with the Jerde masterplan which saw these areas remaining largely unchanged except for the provision of improved access and public spaces.
- 2.2.5 Both north and the south could accommodate a scheme of 350-400,000 ft². However the north is more constrained and the south is capable of accommodating a much larger scheme.
- 2.2.6 Although retail led, the redevelopment of the city centre will provide a mixture of uses, including new offices and homes. The provision of these uses is broadly similar north and south, so any final decision about where to begin development will not have a major impact on the amount of residential or office accommodation completed in the first phase of development.

2.3 Aspirations and commitment of developers / landowners

- 2.3.1 Following the completion of the masterplan, the developers/landowners were asked to outline their proposals and commitment.

North

- 2.3.2 Modus, the developer who originally owned West Orchards Shopping Centre in partnership with Corovest, has suffered financial difficulties, so the submission is from Corovest, who are now the outright owner.

- 2.3.3 The Corovest proposal is only indicative at this stage and is for a development of the northern half of the central shopping area. In consideration of the Jerde Masterplan the scheme would create circa 370,000 ft² of new retail space and would involve a reconfiguration of the three existing anchor stores, Marks & Spencer, Debenhams and the Co-op. Marks & Spencer and Debenhams are currently operating from units below their optimum trading size.
- 2.3.4 If the Council was to proceed with Corovest, it would involve a refinement of the scheme and further negotiations relating to the development agreement in which Corovest would nominate a developer / development manager to undertake the scheme.

South

- 2.3.5 Aviva, who are investors with property interests in much of the Upper Precinct and Hertford Street, has proposed that the Council, Scottish Life who own Lower Precinct and the market along with CURL who own property at the end of the City Arcade, create a collaboration partnership to bring forward the redevelopment of the south.
- 2.3.6 A collaboration agreement would detail development options and lock in the various landholdings before a developer partner is sought. All three parties are willing to consider being part of the collaboration agreement and in return take a share in costs related to their stake in the scheme.
- 2.3.7 In consideration of the Jerde Masterplan this scheme is likely to produce a larger development area than the north – creating an estimated 500,000 -600,000 ft² of retail space.

Conclusion

- 2.3.8 In spite of the current economic climate there remains strong partner interest in progressing schemes in both the north and the south. After assessing the submissions and on advice of external specialists, it is your officers' opinion that the proposal for the north would primarily focus on improving the trading circumstances of the city's existing major anchor tenants rather than attracting new anchors and would be a smaller scheme. Conversely, the south would provide a considerably larger scheme of significant scale creating the optimum environment to attract a new anchor store to the city and improving the retail offer.

2.4 Ease of land assembly

- 2.4.1 The Council own the freehold of virtually the entire shopping centre subject to a range of long and short leasehold interests.

North

- 2.4.2 The land required for the Corovest indicative scheme is largely held freehold by the Council and is subject to significant long leasehold interests. Between Corovest and the Council, around 45% of the land required is controlled without significant long sub-leases, which because of their nature will be expensive to acquire. The north also contains a significantly higher proportion of prime retail tenants and with a large proportion outside direct control it is more likely to lead to an expensive land assembly exercise.

South

- 2.4.3 The south has fewer long leasehold interests and a higher proportion of occupational leases. Between Aviva, Scottish Life, CURL and the Council, circa 86% of the land required is controlled without significant long sub-leases. This includes the market, Coventry Point and Barracks car park. There are also a higher number of short term lets and voids at the present time meaning that the cost of site assembly is likely to be lower.

Conclusion

- 2.4.4 Schemes in the north or the south will probably require Compulsory Purchases Orders (CPOs) to enable development. However, with increased control over the land and the ease and lower cost of land assembly, there is significantly greater advantage of development in the south

2.5 Viability

- 2.5.1 Commercial viability is fundamental to the success of the scheme. It is likely that when the scheme comes to the market it will do so as the market recovers from the current recession. This means it will be competing for developers and occupiers nationally against a number of other schemes that have been halted in the current recession. Therefore it is important that the scheme is highly viable if the Council is to ensure the right scale and quality of the development.

North

- 2.5.2 The north currently has the highest rentals, in the range of £80 - £100 per square foot (psf) Zone A (which is the prime retail zone), with higher quality tenants in retail investment terms. Advice from GVA Grimley is that rentals in any new scheme would rise to £160 to £170 psf in zone A, in line with the submission provided by Corovest. This means that there is around £60 to £90 psf per zone within which to create a commercially viable scheme once existing rents and capital contributions have been taken into consideration.

South

- 2.5.3 The south is populated with secondary shopping and has the lowest rental values generally in the region of £40-50 psf zone A. GVA Grimley has confirmed that if a new anchor store was secured the rents would also rise to £160 to £170 psf zone A. This means that there is greater potential to achieve between £110 to £130 psf creating a more viable scheme.
- 2.5.4 The south also offers the opportunity to redevelop the Barracks car park, which requires multi-million pound capital funding if it is to remain in operation for any substantial period of time.

Conclusion

- 2.5.5 Current rentals in the north are much higher than the south – this means there is greater potential to add value to rents, creating more viability if the scheme is brought forward in the south. It should be noted if there is a greater gap between existing and potential rents more finance is likely to be available to invest in architecture and public realm improvements. The lower rentals in the south offer the

scope to produce a significant step change in the rental levels and potentially the opportunity to create the greatest viability. This is a clear advantage over the north.

2.6 Occupier interest

- 2.6.1 Occupier interest will be pivotal to the success of whichever scheme goes first. During the masterplan consultation process there was a clear desire for a new, large flagship retailer for Coventry to widen the choice and quality of the shopping experience.

North

- 2.6.2 Space is limited in the north and any reconfiguration proposed by Corovest will be around West Orchards shopping centre and the three existing anchor tenants (Co-op, Debenhams and Marks & Spencer) who are in units which do not fit their current requirements.

South

- 2.6.3 The only significant retail anchor in the south is Coventry Market. A new scheme in the south has the scale to attract a new anchor and offers a larger scheme that allows the developers to create a new environment which would be attractive to potential retail occupiers. The incentives necessary to attract a new anchor store to the south will be a considerable cost to the scheme but will be mitigated in the new levels of rent likely to be created.

Conclusion

- 2.6.4 The north has the benefit of existing anchor tenants with a commitment to Coventry. However the relocation of these existing larger occupiers is likely to be costly particularly when the nature of their existing leases are considered - also the scheme does not financially or physically provide a new anchor store.
- 2.6.5 The south does not have an anchor store, but redevelopment here creates a scheme that will enable the attraction of a potential new anchor with all of the associated new retailers and leisure brands this brings.

2.7 Speed of development

North

- 2.7.1 Originally, Modus approached the Council to bring forward a scheme in the north of the central shopping area following their purchase of the West Orchard Shopping Centre with Corovest in 2006. At that time the market was rising rapidly and Modus offered the clear advantage in terms of timescale as they were potentially ready to start once they had approval. However Modus, which has been affected by financial difficulties, has passed its interest in West Orchards Shopping Centre over to Corovest. Additionally, the market for retail development has become largely stagnant and so this advantage has gone.

South

- 2.7.2 Development in the south requires partners to reach agreement with the other landowners before seeking a development partner and therefore the overall development programme could take longer to complete.

Conclusion

- 2.7.3 Current legal advice is that the nature of either transaction may be more than just a land deal. If the Council wishes to impose mandatory design criteria over and above planning and specify public realm work, the scheme will be subject to EU rules and as such any developer or contractor will have to be procured under the Public Contracts Regulations 2006.
- 2.7.4 In the south there is the ability to complete a collaboration agreement for a scheme in partnership with all the landowners prior to competitively procuring a developer/contractor to deliver the agreed scheme under EU regulations. This advantage also exists in the north should Corovest act as purely a landowner and separately procure a development partner rather than essentially being the development partner as suggested in their submission.
- 2.7.5 Whilst both schemes could be delivered in a broadly similar timescale, the advantage of an early scheme delivered in the north has reduced because of the downturn in the current economic environment.

2.8 Links with other schemes

- 2.8.1 Linkages with other projects and the rest of the city centre will be vital if the redevelopment is to provide wider benefits to the city as a whole.

North

- 2.8.2 Developing the north would provide improved linkages with Belgrade Plaza – it would also improve the route into Broadgate Plaza from the north of the city.

South

- 2.8.3 Developing the south would provide the opportunity to connect to the proposed office development at Friargate and the ability to provide a far better connection between IKEA and the city centre, incorporating the re-opening of Croft Road planned for December 2009.

Conclusion

- 2.8.4 The connection with Friargate, which potentially will provide 3 million ft² of offices and up to 15,000 new jobs and a revitalised shopping area, will act as a catalyst for both schemes. This clearly gives the south a clear advantage in terms of linkages.

2.9 Effect on the Council's revenue return

North

- 2.9.1 The gross revenue being received by the Council from the central shopping area is £7.2m per annum, including car park income. This is split by approximately £2.15m from the north and around £5.05m from the south. Whilst this would seem to provide a strong argument to develop the north first to avoid a large reduction in revenue; the effect is mitigated when the net revenue figures are reviewed, with the south then on parity with the north, with the south netting around £2.7m and the north around £1.8m.

South

- 2.9.2 The figures are likely to be roughly equal once the multi-million pound repairs to the Barracks car park are factored in, together with the costs of collecting rent in the south, where the Council let directly to occupiers and so is directly exposed to voids, late payment of rent and void business. In the north, where the Council receives mostly ground rents from the investors there is reduced exposure to the management costs.

Conclusion

- 2.9.3 Current income generation in the south has diminished faster than the better quality areas in the north, irrespective of any development. This trend is likely to be further exacerbated if the north is redeveloped first.

2.10 Regeneration impact

- 2.10.1 Any scheme in the city centre will have a regenerative impact.

North

- 2.10.2 Although the regenerative impact of starting in the north is limited largely to the area of current prime retail it potentially offers the ability to enhance both the Burgess and the Northern end of Corporation Street. However, development in the north will leave the less attractive shopping area, in the south and this will have a limited effect in changing the long lasting negative perceptions of the shopping centre.
- 2.10.3 The Corovest scheme involves largely reworking existing developments that have had investment in the past. The attraction of any scheme to new retailers will depend on the attraction of locating near to the expanded existing anchor tenants.
- 2.10.4 Such a scheme is only likely to offer relatively limited benefits in enhancing Coventry's shopping offer and is likely to lead to significant disruption during construction to the prime retail area.
- 2.10.5 A Further consideration for the Council is that such a development would reinforce the north as the primary shopping area and accelerate and emphasise the decline and urgency for regeneration to the south.

South

- 2.10.6 Starting in the south would provide a regeneration led process of tackling the areas of most apparent decline first – it is therefore more likely to change negative perceptions of the shopping centre. It would involve redevelopment of older and lower value space, which is in need of planned change and would offer a more apparent transformation for the city centre and be more likely to attract a major new retailer. The south also offers the earliest opportunity to assess the viability of the current Coventry Retail Market building and provide an enhanced retail market. Any development in the south involves less disruption to the prime retail area during construction and would spread the prime retail area more evenly across the centre as a whole, as well as providing improved linkages to Friargate and Ikea.

Conclusion

- 2.10.7 Both proposals provide regenerative benefits, however the south would tackle the areas of most apparent decline and be more likely to significantly change the negative perceptions of Coventry's shopping offer and improve the retail ranking of the city.

Meantime Strategy

- 2.10.8 Wherever redevelopment starts, there is a need to manage the transition period between now and the phased delivery of the city centre masterplan, in order to arrest further decline, prevent the alienation of existing businesses and undertake activities to signify that the city is open for business in the meantime.
- 2.10.9 The Meantime Strategy, which is being developed with Advantage West Midlands, will deliver a package of support to businesses in order to manage the interim decline during the phased redevelopment. Working with our key stakeholders the strategy will address trading difficulties and revitalise the city centre to increase investor and consumer confidence and maintain momentum as the city transforms.
- 2.10.10 To supplement this programme, additional issues that can be addressed are strengthening the linkages and connectivity around the city centre to improve pedestrian flows.
- 2.10.11 It is proposed that, based on the Urban Design Framework (which has already identified key linkages, pedestrian routes and poor connections), priority is given to improving routes that improve linkages to the city centre. An example of this would be the link north from Broadgate to the Canal Basin and possibly beyond helping to connect the surrounding residential areas. Irrespective of where work starts schemes such as this and the Ironmonger Row project will continue to ensure that connectivity improvements and possible enhancements to the public realm will continue to encourage shoppers and visitors to the city centre.

2.11 General Conclusion

- 2.11.1 Development of the south will provide a larger scheme with strong partner interest from the main landowners who control 86% of the land required: offering a greater ability to de-risk the land assembly element of the scheme. The current rentals in the south together with the large amount of land currently used for the Barracks car

park also favour development in the south as they provide for bigger increase between current rentals and the rentals likely to be achieved in the future.

- 2.11.2 Anchor tenant and occupier interest in the north, based upon the potential reconfiguration of the three current anchor stores, provides a degree of certainty. However it is costly because of the lease structure concerned and it does not provide for a new anchor. Only development in the south offers the potential for a new anchor for Coventry although this will be a significant cost of the scheme.
- 2.11.3 The timescale advantage offered originally by Modus to develop the north has now changed and although both schemes offer improved linkages, the importance of the linkage to Friargate favours a development in the south.
- 2.11.4 The effect of development either north or south is broadly similar on the revenue the Council receives from the central shopping area. However the regenerative effect of a scheme in the south is far greater, as it will tackle the areas of most apparent decline earliest and is more likely to change negative perceptions of Coventry's shopping offer.
- 2.11.5 This report recommends the Council to enter into negotiations to complete a collaboration agreement (subject to a further report to Members on lease terms) with the landowner partners in the south and so identify a development partner.
- 2.11.6 The completion of the collaboration agreement will involve the refinement of the Jerde Masterplan into a more detailed scheme against which costs and revenues can be assessed for the partners and which can be used to attract interest from an anchor store and secure a preferred developer partner.
- 2.11.7 It is anticipated that funds will be required for this process to prepare the detailed plan, provide cost analysis and undertake revenue appraisals, market assessment, the targeted marketing to potential anchor stores and legal advice required to draft the agreements.
- 2.11.8 The risks associated with this route are essentially:
 - i. **That the collaboration partners fail to agree and commit their land to a collaboration agreement.**

This risk is mitigated as the partners all have vested interests in achieving a redevelopment of the city centre and believes if their assets are going to trade well that redevelopment needs to bring a transformational change to the retail offer within the city centre.
 - ii. **The risk and costs associated with attracting a new anchor store to the south of the central shopping area.**

The south is the only scheme which gives rise to a new anchor store and therefore clearly is not a risk in the redevelopment of the north. Early soundings will need to be made as the partnership progresses to target interest from potential anchors and establish the cost associated with servicing them. Whilst it is anticipated that these costs may be high, the increased viability of the south will largely mitigate this.

3. Results of consultation undertaken

- 3.1 The original ten guiding principles adopted to guide the Jerde Masterplan, were agreed through extensive public consultation.
- 3.2 The consultation undertaken for this report has, in part followed the consultation undertaken for the original masterplan. The original partners to the masterplan i.e. Modus/Corovest, Aviva and CURL were all contacted both in writing and through a series of meetings to elicit their proposals for development and commitment to the project.
- 3.3 Initial advice has also been sought in respect of likely rents and yields associated with any new scheme from GVA Grimley in Birmingham who have a large amount of experience in retail development.
- 3.4 Advice has also been sought on likely costs involved with a new scheme and the costs identified within the Corovest submission. This work has been undertaken by Locus Cost Management, who have compared the build cost of several similar schemes such as Cabot Circus, Bristol and the Bullring, Birmingham to produce a range of costs for any new scheme.
- 3.5 Planning advice has also been commissioned from AIMS Planning Consultants regarding the planning arguments as to where development should commence in the central shopping area.
- 3.6 Further informal advice has been taken from property and planning professionals from King Sturge, CBRE and Jones Lang LaSalle.
- 3.7 Internally governance has been provided with a multidisciplinary team with members from the Special Projects Finance Team, Legal, Property and City Development.
- 3.8 Internal consultation has taken the form of briefings to the Chief Executive and CMT and a Member briefing to the Leader, the Deputy Leader, the Member for City Development and the Chair of the Scrutiny Committee.
- 3.9 Soft market testing of developers, funders and occupiers has already commenced with initial meetings with St. Modwen, Land Securities, British Land, ING, Genr8 and ASK Developments. Conversations with key anchor tenants have also commenced with early discussions with John Lewis to establish their interest in locating within Coventry. Until the priorities of the collaboration partners become clearer, this has, of necessity, been low key.

4. Timetable for implementing this decision

- 4.1 Following a decision from Cabinet it is intended that the Director of City Development in consultation with the Director of Finance and Legal Services complete a collaboration agreement based upon an intention to lease the land (subject to a further report to Members in spring 2010) with the major land owners of the areas identified on the annexed plan.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

- 5.1.1 The initial development costs that will need to be funded by the Council between 2009 and 2012 are estimated to be approximately £1.1m. This represents the cost of creation of a collaboration agreement and a procurement cost budget to pay for expenses such as the use of external consultants.
- 5.1.2 It is expected that, subject to the formal approval of the budget setting proposals, a combination of additional corporate resources (£1m), existing Growth monies (53k), and AWM grant (£50k) will be sufficient to cover these initial costs. Final cost proposals will also need to consider agreed contributions from external partners and further grant funding. Members will be updated as necessary.
- 5.1.3 The next stages of the process will clarify the likely wider financial implications of the project for the Council. Issues such as the period over which rent loss may be incurred, levels of public realm investment, the use of Council assets and returns to the Council will depend on the scheme that is developed. Proposals will be brought back to Members during 2010.

5.2 Legal implications

- 5.2.1 *The land transaction and works for this project falls within the provisions of the following:*

*Sections 120, 123 and 111 of the Local Government Act 1972
The Local Government Act 2000
Public Contracts Regulations 2006.*

- 5.2.2 The parties to the collaboration agreement do not have to be competitively procured as these parties are adjoining long lease holders within the shopping centre and have a mutual interest in joining with the Council to achieve a comprehensive development.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / LAA (or Coventry SCS)?

- 6.1.1. The statement of the city's intent created through the adoption of the masterplan provides a clear indication and guide to developers and investors alike of the way in which the Council wants the city to develop in the future, which is in line with the city's vision to be a growing, accessible city where people choose to live, work and be educated and businesses choose to invest.
- 6.1.2 The delivery of the city centre masterplan will work towards achieving a number of the themes as outlined within Coventry's Sustainable Communities Strategy, which include:
- A prosperous Coventry with a good choice of jobs and business opportunities for all the city's residents.
 - Making Coventry's streets, neighbourhoods, parks and open spaces attractive and enjoyable places to be

- Ensuring that children and young people are safe and enjoy, achieve and make a positive contribution to Coventry
- Making places and services easily accessible for Coventry people
- A creative, active and vibrant Coventry
- Improving Coventry's environment and tackling climate change

6.2 How is risk being managed?

6.2.1 A project risk log is maintained on the corporate system and reviewed at every meeting of the City Centre Programme Board and Project Team.

6.3 What is the impact on the organisation?

None.

6.4 Equalities / EIA

6.4.1 Overall the data collected through the consultation process captured a representative cross section of the people from the city and surrounding areas.

6.4.2 The objectives and policy areas in Coventry's Core Strategy address the overarching principles of community cohesion, social inclusion and accessibility. The Council understands that it is vitally important that local people, from individuals to businesses and larger organisations, have their say and help lay the foundations for the City's future. Working with partners and key stakeholders to engage with communities in formulating proposals.

6.4.3 As the redevelopment of the city centre gains momentum, additional public consultation will be undertaken to involve everyone in the decision making process.

6.5 Implications for (or impact on) the environment

6.5.1 Climate change and sustainable development will be addressed as the development proposals will support the principles outlined in Coventry's Climate Change Strategy and Sustainable Communities Strategy.

6.5.2 Coventry is already demonstrating clear leadership on tackling climate change, by producing a strategy and action plan and by working with the community and businesses. The city's Climate Change Strategy will move the city forward in achieving its objective to reduce carbon emissions by 70% by 2050 (expected to increase to 80% in the next refresh of the Strategy), with an interim target of 40% reduction by 2025 (2003 baseline).¹

6.5.3 Coventry's Sustainable Communities Strategy acts as a policy framework for the city over the next 20 years, giving direction to other strategies and plans. The two underpinning themes include:

- A better equality of opportunity with vibrant cohesive communities and neighbourhoods

¹ Coventry Climate Change Strategy, Published March, 2008

- A reduction in the carbon footprint of the city and the more sustainable use of natural resources

6.5.4 Through utilising these policies as part of future development will have a positive affect on the environment and tackling climate change, and with the delivery of significant transformational change, we have the opportunity to deliver a sustainable city centre and move towards a low-carbon economy.

6.6 Implications for partner organisations?

6.6.1 At present there are no implications for partner organisations. As the city centre masterplan moves forward, key partners will be involved throughout the consultation process and delivery programme. Key amongst these will be CVOne.

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Members: Cllr Ridley	Cabinet Member	City Development	13/08/2009	18/08/2009

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Appendices

Map of the North and South of the Central Shopping Area