



Resource Allocation Sub (Policy and Resources) Committee

Date: THURSDAY, 6 JULY 2017

Time: 10.00 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Item No. 7 Cultural Hub Temporary Artistic Projects

Item received too late for circulation in conjunction with the Agenda.

**John Barradell
Town Clerk and Chief Executive**

This page is intentionally left blank

Committees:	Dates:	
Planning and Transportation Committee Resource Allocation Sub-Committee Culture, Heritage and Libraries (for information) Projects Sub-Committee Open Spaces Barbican Resident’s Committee	4 July 2017 6 July 2017 10 July 2017 Delegated Authority Urgency Urgency	
Subject: Cultural Hub Public Realm Temporary Artistic Projects: Look and Feel ‘Quick Wins’ Phase 1	Gateway 5 Authority to Start Work Light	Public
Report of: Director of the Built Environment		For Decision

Summary

Dashboard

- **Project Status:** Green
- **Timeline:** The project to be delivered between July 2017 and December 2018
- **Total Estimated Cost:** £565k for Phase 1 and development of Phase 2
- **Amount expended to date:** £30k
- **Overall Project Risk:** Low

This report updates Members about the Artistic installations for the public realm: the programme of events, temporary art installations, new street furniture, and greening for the Cultural Hub area of the City that has been termed the Look and Feel ‘Quick Wins’.

The Cultural Hub Working Party and its Chairman expressed a strong desire to see a series of ‘Quick Wins’ across the Cultural Hub ahead of the proposed major capital interventions, and an indicative programme was endorsed by the Working Party on 1 February 2017. A Gateway 1/2/3/4 report was thereafter approved by Members in March 2017 to initiate the programme (see Appendix 1). Since that date a creative producer has been appointed to put the programme together; artists have been appointed to do some pre-evaluation work; designs have been drawn up and costs clarified; and we are now in a position to propose a number of Quick Wins to Members for approval at Gateway 5.

The artworks are deliberately timed to coincide with the public launch of the of the Cultural Hub in July 2017 which will include the unveiling of its new identity, as well as other major milestones such as: the start of Simon Rattle’s tenure with the London Symphony Orchestra in September 2017; the ‘Open Fest’ series of events

in March 2018 planned by the Cultural Hub partners; and the opening of the central section of Crossrail stations in December 2018.

Aside from artistic merit, the purposes of the project, to start in July 2017, are:

- To indicate the change to come in the Cultural Hub area in the future as longer-term changes are realised and activate the street with artistic activities.
- To mark the public launch of the Hub in July 2017, which will be a significant moment and an opportunity to showcase the vision and the City of London Corporation's ambitions for the Hub.
- The temporary nature and the installations will provide the opportunity for the wider community to give feedback on which installations are preferred, with the option for popular installations to be retained for a longer period (subject to relevant permissions/ consents being attained). This feedback will inform the development of the 'Look and Feel' Strategy for the Cultural Hub public realm which is currently underway.

The Project has been programmed into phases, to allow for the project to build gradually, gaining audiences and giving the opportunity to learn from earlier experiments. The first phase will launch in July, and run throughout the summer. Later phases will be reported to Members for approval at Gateway 5 in due course. This report includes a recommendation of approval of funding for officers to develop phase 2 artworks as well. Phase 2 (November 2017 - March 2018) will include installations to build the Cultural Hub artistic programming and enhance visitor experience in the area.

In summary, the first phase of the programme includes:

- Large-scale and vivid installations in Silk Street and Smithfield Rotunda Gardens
- 'Playable City': playful street lamps that interact with visitors
- A static sign and/or projection or screen at the corner of Aldersgate and Beech Street (subject to relevant planning or listed buildings consents)
- Artistic hoarding around the future site of the Museum of London
- Cultural Hub walking trails to promote exploration of the area
- Pop up performances in public spaces though the Summer
- Improved way-finding in the Cultural Hub
- In addition, the Low Emission Neighbourhood project has included work to improve visitor welfare and way-finding, with a community garden on Moor Lane, and planting along the pedestrian bridge at the exit from Barbican Tube

These installations will be one of the first times that our residents and visitors experience the new 'cultural hub' concept, and as such a plan for consultation and engagement has been developed that will allow communities to become involved. The plan includes: resident's drop-in sessions prior to the installation of the artworks; pop-up events over the summer relating to the hub and the artworks, surveys and more, whilst the installations are in place; and public consultation to be undertaken on the draft Look and Feel Strategy in the autumn.

The intention is that these interventions will provide unifying elements across the Hub area, with visitors being able to experience enhanced public realm across the

area. The programme has been developed to support the Cultural Hub aspirations, as well as to provide a signal of the real and lasting change to come in the area: the temporary artworks are a fitting introduction to the new Cultural Hub concept for our residents and visitors.

A full draft schedule is included at Appendix 2 with a map in Appendix 3.

Financial Implications

To date £30k has already been spent on this project to Gateway 5. To implement phase 1 of the Quick Wins programme, approval is now sought for £535,000 to be allocated according to the table below. The proposed funding source for this piece of work is the £5m provision set aside by the Chamberlain from the City Fund for works associated with the Cultural Hub Look and Feel Strategy.

Total Phase 1 project Cost

Item	Cost (£)
Fees (including 30k approved at G4)	£141,000
Works	£287,000
Staff Costs	£107,000
TOTAL	£535,000

See Appendix 4 for a detailed cost breakdown.

Recommendations

It is recommended that:

Members of Planning and Transportation and Projects Sub Committee:

1. Approve, in principle, the outlined 'Phase 1' of the Quick Wins project, comprising events, installations and greening in the public realm in support of the Cultural Hub

Members of the Open Spaces Committee

2. Approve the temporary installation in Smithfield Rotunda Garden, see paragraph 9 b) of this report

Members of Resource Allocation Sub Committee:

3. Approve funding of £535,000 to implement the Look and Feel Temporary Artistic Projects in the Cultural Hub for the 2017-2018 financial year

Members of the Barbican Residential Committee:

4. Approve the temporary installation along the façade of Speed House carpark on Silk Street, see paragraph 9 a) of this report

Members of Culture, Heritage and Libraries Committee:

5. Receive this report for information

Main Report

Design summary

1. The City is currently developing a Cultural Hub that aims to be an internationally renowned, vibrant and welcoming centre of arts, heritage and learning; a new cultural destination for London. This area is going through a huge transformation with the Museum of London moving to its Smithfield site, plans to improve Beech Street, and the possibility of a new Centre for Music.
2. Alongside the development of these large projects, a number of other milestones in the Cultural Hub project are approaching. The new brand and identity of the Hub has been developed and will form part of the media launch planned on 20th July 2017; Sir Simon Rattle to arrive at the LSO in September 2017; the new Crossrail stations at Farringdon and Moorgate will open in December 2018. In addition, the City, alongside the Mayor of London, has agreed to support a series of low-emission initiatives in the area that should dramatically improve air quality.
3. To coordinate all the changes in the public realm in the Cultural Hub, Members approved in October 2016 that a “Look and Feel Strategy” be developed, to be presented to Members for adoption at the end of 2017.
4. However, prior to this, the City of London’s vision and ambitions for the Hub will be launched, providing a significant moment, in which the aims of the Cultural Hub will be communicated to the wider public.
5. A number of temporary artworks (Look and Feel Strategy Quick Wins) in the public realm to coincide with the launch date. These interventions will mean the press and the public begin to see the changes proposed over the past few years in City of London strategies, events and media releases.
6. At Gateway 4, Members endorsed the project of a series of temporary installations and cultural activities within the public realm that will initiate and test the changes that the Cultural Hub ‘Look and Feel Strategy’ will deliver. A list of possible artistic installations was endorsed at that point (see report in Appendix 1).
7. After the Gateway 4 approval, a creative producer was appointed to curate the Look and Feel Quick Wins Programme with project management support from the City Public Realm team. The programme, whilst lead by the City

Public Realm Team, has been developed in conjunction with the Cultural Hub Team and partners (Barbican Centre, GSMD, LSO and Museum of London).

8. The programme was developed based on the long list of installations listed as possibilities at Gateway 4, then refined and scheduled into phases. The first phase, to coincide with the launch, includes the artworks listed at Appendix 2, alongside a map of the area showing the artworks' locations at Appendix 3.

Phase 1 programme

9. Some key elements of the phase 1 programme will launch on 20 July 2017, with additional elements of phase 1 to be programmed throughout the summer of 2017. The key proposed installations for 20th July are as follows:

- a) Silk Street Art Installation: Morag Myerscough installation – Silk Street (car park grilles)
- b) Smithfield Rotunda Garden (entrance and central podium): Morag Myerscough installation
- c) 'Shadowing' installation by Chomko & Rosier (a Playable City Award-winning project) – making use of six street lamps/poles in the Cultural Hub area
- d) 'Folk in a Box' pop up performances (proposed location is the Cromwell Tower forecourt on Silk Street)
- e) Wayfinding at Beech Street/Aldersgate junction

10. Morag Myerscough (items a and b) is a high-profile artist and graphic designer, very experienced in producing large scale artistic interventions in the public realm. Her work would provide an immediate and visible impact within the Cultural Hub area, marking it out as a creative destination, aiding way-finding for visitors and visually connecting the emerging 'East-West spine' of the Cultural Hub (the journey along West Smithfield, Long Lane, Beech Street and Silk Street). The Smithfield Rotunda Garden installation has been designed to encourage greater engagement in the Garden and provide additional social opportunities and host pop up programming for the Cultural Hub.

11. The Shadowing installation (item c) is a light fitting that can be installed on existing posts and that captures shadow images and replays them, offering a unique use of technology to enable visitors to interact and play with conventional urban infrastructure. It allows for moments of surprise and engagement for visitors across the Cultural Hub area, encouraging social interaction and further dialogue.

12. Folk in a Box (item d): This tiny performance venue has a proven track record of providing unusual and moving performance experiences for audiences in festival and installation settings internationally. Audiences experience a one-on-one live music performance, giving them an unforgettable musical moment to take with them, and opening up audience response and feedback afterwards as well. For those not engaging in the experience the 'Box' also provides an engaging focal point to encourage curiosity in the Cultural Hub and aid way-finding to the Barbican Centre's main entrance.
13. Education, Outreach, Community involvement: the project has been developed to include elements of community involvement. This will take various forms, from simply viewing artworks to interaction with the installations- for example, Shadowing, which replays your shadow and therefore encourages people to react to the site and space by moving to create new shapes. In addition, education programmes are included, such as the commissioned artists working with local school children to create work; or family activity planned in collaboration with the Museum of London.
14. After the launch, additional artistic and events programming in the Public Realm from September 2017 onwards should build on the first phase of the installations in the Cultural Hub.

Phase 2 programme

15. As an indication, Phase 2 (November 2017 - March 2018) will include artworks to build the Cultural Hub artistic programming and enhance visitor experience in the area. These will include lighting/ projection experiments, way-finding trials, new events/ pop ups, and more. It will draw links to partner programming and festivals where possible. The phase will continue to trial ideas and explore the potential for Cultural Hub public spaces as potential artistic and regularly-programmed spaces.
16. The budget figures given in this report includes recommended funding for design and evaluation of £65,000 for phase two, to work up briefs for commissioning and artistic proposals to be submitted to the Cultural Hub for future installations. Then a further Gateway 5 report will be presented to Members once the feasibility of new installations has been understood.
17. This design and evaluation figure includes £15,000 for a Cultural Hub Wayfinding trial that will install 'Legible

London' signage along key routes as a pilot for a longer-term signage strategy in the area. This is a joint project between the Cultural Hub team and the City's transportation team, who are leading on the City-wide Wayfinding Strategy. The test area will be routes from the Barbican underground station to the Barbican Centre and Museum of London. This initial phase is related to appointing a consultant to deliver a scoping exercise and prepare a sign placement plan for the pilot.

18. Officers are currently also developing proposals for an artistic installation along Beech Street in 2018. This project is a key part of Phase 2 of the 'Quick Wins', but will be reported to Members separately. This is because it is a complicated project requiring feasibility studies, assessment of funding requirements, and much departmental collaboration.
19. It is proposed that these installations are grouped under one programme to provide a joint and coherent approach, and to feed into the development of the Look and Feel Strategy for the Cultural Hub. A narrative will be developed to publicise these installations and events that ties them clearly to the new Cultural Hub brand.

Consultation

20. Consultations with local workers, visitors and residents will be organised throughout the development of the Quick Wins phases and will include several means through which stakeholders will be engaged, both before and during the installation period. Methods include resident's drop in sessions, questionnaires and qualitative surveys, exhibition boards and a temporary structure where consultation could take place, as well as online evaluation and surveys. This will inform the development of both the Look and Feel Quick Wins Programme and the Look and Feel Strategy, and a formal public consultation on the draft Strategy will be organised in October 2017 following Members approval.
21. Residents within the Cultural Hub area will be consulted via the means outlined above; via a dedicated 'drop-in' session about phase 1 of the project before the installations; through pop-up events and surveys during the installations; and through usual planning channels.
22. Planning permission and listed building consents and any other necessary consents/approvals will be sought where applicable. The Look and Feel "Quick Wins" will only be implemented when permissions/consents are in place. There may be a risk of changes in programme if consents

	<p>take longer than anticipated. Similarly, alternative designs or locations may be considered in response to planning advice.</p> <p>23. The artworks will be designed to ensure that activity will not have any adverse equalities implications.</p>
<p>1. Delivery team</p>	<p>The project is led by the City Public Realm team, working with other City departments, e.g. Open Spaces, Lighting, City Transportation, where appropriate. The planning service is a partner in the delivery team through the Planning permission and Listed Building consent process.</p> <p>The project involves close collaborative working with the Cultural Hub partners:</p> <ul style="list-style-type: none"> - Barbican - Guildhall School - Museum of London - London Symphony Orchestra
<p>2. Programme and key dates</p>	<p>Overall programme: through 2017 2018</p> <p><u>Phase 1</u>: July – October 2017</p> <ul style="list-style-type: none"> - First installations to be in place for July 2017 to be linked to launch of Cultural Hub brand/ identity - Commencement of Simon Rattle tenure at LSO in September 2017 - Cultural partners' Spring programmes in 2018 - Crossrail opening in December 2018 <p><u>Phase 2</u>: November 2017 – March 2018</p> <p>Other phases to be confirmed at later dates where appropriate.</p>
<p>3. Outstanding risks</p>	<p>Any necessary permissions/consents not received on time</p> <p>Delays to the programme, resulting in the missing of major milestones caused by procurement and consents processes or unforeseen difficulties during implementation</p>

4. Budget	Item	Cost (£)
	Fees	141,000
	Works	287,000
	Staff Costs, including: CPR; curatorial; Open Spaces; Lighting; City Transportation	107,000
	Total	£535,000
	Please see Appendix 4 for a detailed cost breakdown on an artwork-by-artwork basis.	
	<u>Procurement</u>	
	City Corporate procurement processes will be followed throughout; this includes artists being selected and appointed via the Artistic Exception route that takes into account the specialist nature of commissioning artworks. This approach has been agreed with City Procurement.	
5. Success criteria	A well-received programme of events and installations delivered for the public realm in the Cultural Hub area that begins the process of transforming the area into a key cultural destination and attracting new visitors.	
6. Progress reporting	Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees	

Appendices

Appendix 1	Gateway 1/2/3/4 report
Appendix 2	Draft schedule
Appendix 3	Map
Appendix 4	Detailed costs outline

Contact

Report Author	Helen Kearney
Email Address	Helen.kearney@cityoflondon.gov.uk
Telephone Number	02073323526

This page is intentionally left blank

Committees: Planning and Transportation Projects Sub Culture, Heritage and Libraries (for information)	Dates: 21 March 2017 Urgency Urgency	
Subject: Cultural Hub Public Realm Temporary Projects 2017: 'Quick Wins'	Gateway 1/2/3/4	Public
Report of: Director of the Built Environment		For Decision

Summary

Dashboard

- **Project Status:** Green
- **Timeline:** Projects to be delivered between July 2017 and December 2018
- **Total Estimated Cost:** £190k- £570k
- **Overall Project Risk:** Low

This report recommends Members initiate a programme of events, temporary art installations, new street furniture, and greening for the Cultural Hub area of the City (see Appendix A). The programme would commence in 2017, as a set of 'Quick Wins' that can be introduced into the public realm. The purpose of the installations and events is to indicate something of the change to come in the Cultural Hub area in the future as longer-term changes are realised. The timing of the 'Quick Wins' would largely coincide with major milestones, such as the launch of the brand and new name for the Cultural Hub in July 2017, the start of Simon Rattle's tenure with the London Symphony Orchestra in September 2017 and the opening of the central section of Crossrail stations in December 2018. However, it will be important to continue the programme of 'Quick Wins' after these dates to maintain the profile of the cultural hub as the longer term projects, such as the relocation of the Museum of London, are progressing. The first phase of this 'Quick Wins' project is proposed to conclude in December 2018.

The 'Quick Wins' project was requested by the Cultural Hub Member Working Party and the accompanying indicative programme was endorsed by the Working Party on 1 February 2017 and the Programme Board on 7 March 2017. The majority of the installations and events proposed are intended to be temporary in nature and the project will provide the opportunity for the wider community to give feedback on which installations are preferred with the option for popular installations to be retained for a longer period. However, those installations that are less popular can be removed. Prior to the implementation of temporary installations the project managers will ensure that, where relevant, Barbican residents and other key stakeholders are consulted following the agreed corporate process.

In order to deliver some initial 'Quick Wins' by July 2017 and support this major

milestone, officers will need to procure an arts programmer or curator (which could be obtained through a cultural hub partner) for this programme, seek necessary consents including event licences, road closures and planning permissions and instruct fabrication of installations or finalisation of events. This will not be possible were this report approved at the next scheduled meeting of all the relevant Committees. The Town Clerk has also provided advice on the Gateway Procedure and recommends this report be submitted to the Committees as a Gateway 1-4 report. Once the detailed programme is confirmed, including timings, cost and funding source, a Gateway 5 report will be submitted to the relevant Committees for their approval. A first phase of installations will be delivered in July 2017 together with an agreed programme of what is to follow over the subsequent months.

At the conclusion of this programme in December 2018, a report will be submitted to Members to evaluate the success of the programme and ascertain Members' appetite for further temporary interventions.

Financial Implications

In order to develop the detailed programme ready for Member consideration at Gateway 5, approval of £60k is now sought to be allocated according to the table below.

Item	Funds/ Source of Funding	Cost (£)
Fees	Cultural Hub budget	£30,000
Staff Costs	Cultural Hub budget	£30,000
	Total	£60,000

Recommendations

It is recommended that Members approve:

1. Initiation of a programme of 'Quick Wins', comprising events, installations and greening in the public realm in support of the Cultural Hub, and
2. Funding of £60,000 (as detailed in Section 20 of this report) to develop the project to the next Gateway.

1. Approval track and next Gateway	Approval track: 3. Light Next Gateway: Gateway 5 - Authority to Start Work (Light)			
2. Resource requirements to reach next Gateway	Item	Reason	Funds/ Source of Funding	Cost (£)

	Fees	External consultant to curate the programme. Costs at this stage include production of a full draft programme of events/ interventions.	Cultural Hub budget	£30,000
	Staff Costs	Project management for the programme will be provided by the CPR team. This will include report writing, managing the procurement process, managing liaison with other City departments.	Cultural Hub budget	£30,000
		Total		£60,000
3. Next steps	<ul style="list-style-type: none"> • <u>March 2017</u> : Funding approved and released for next stage • <u>March – April 2017</u> : Appoint project curator/ programmer • <u>April 2017</u>: Development of detailed programme and key stakeholder consultation • <u>May 2017</u>: Gateway 5 reports for specific projects and any permissions or consents sought • <u>June 2017</u>: Installations fabricated; events finalised • <u>July 2017– March 2018</u>: Installations delivered on-site • <u>Jan - April 2018</u>: Evaluation of programme • <u>May 2018</u>: Update report to Members 			

Project Summary

4. Context	<p>The City is currently developing a new Cultural Hub that aims to be an internationally renowned, vibrant and welcoming centre of arts, heritage and learning. This area is going through a transformation with the new brand and identity of the Hub to be launched this summer, Sir Simon Rattle to arrive at the LSO in September 2017, the new Crossrail stations opening in December 2018, and the proposed move of the Museum of London to West Smithfield. In addition, the City, alongside the Mayor of London, has agreed to support a series of low-emission initiatives in the area that should dramatically improve air quality.</p>
-------------------	--

	<p>To coordinate all the changes in the public realm in the Cultural Hub, Members approved in October 2016 that a “Look and Feel Strategy” be developed, that will be presented to Members for adoption at the end of 2017. However, with the new brand to be launched in the summer, it is proposed to deliver installations to coincide with the launch date that will signal the change that is to come. The press and the public will therefore see that the new Hub is not a name alone: it will be demonstrably a new destination for London.</p> <p>The City is also working on a series of projects related to improving air quality in the area as part of the Low Emission Neighbourhood (L.E.N.) project. It is the intention that the ‘Quick Wins’ programme be coordinated alongside the L.E.N., with joint projects being commissioned where possible.</p>
<p>5. Brief description of project</p>	<p>It is proposed to carry out a series of temporary installations and cultural activities within the Public Realm that will initiate the changes that are to come in the Cultural Hub. They form a programme of ‘Quick Wins’ that can be delivered within the Cultural Hub area (or leading to it) that could be delivered starting in 2017.</p> <p>The projects include:</p> <ul style="list-style-type: none"> - trials and experiments with signage and wayfinding; new ways for the public to understand the area via digital formats/platforms and public information panels; - greening projects undertaken with local schoolchildren as part of the Low Emission Neighbourhood education programme; - new hoardings: working with owners of new building developments to design announcements about the Cultural Hub and its partners; - commissioning consultants (e.g. Playable City) to design interactive ways that the public can ‘play’ in the City and tell about the history through heritage trails; - installation of temporary street furniture, cycle racks and improved pedestrian connections; - temporary sites for performance venues; - artistic commissions to be a part of local high-profile design and architecture festivals and artistic lighting schemes. <p>It is proposed to deliver these installations using a collaborative approach with the many City departments and partners already working on the Cultural Hub, including the Barbican, the Museum of London, Town Clerk, City Transportation, LEN and others. The initiatives will therefore draw upon the existing expertise within each of the City’s departments.</p>

	<p>It is proposed that these installations are grouped under one programme to provide a joint and coherent approach, and to feed into the development of the Look and Feel Strategy for the Cultural Hub.</p> <p>The programme will be subject to relevant permissions and consents and key stakeholders will be consulted prior to implementation of the project.</p>
6. Consequences if project not approved	<p>The City will lose the opportunity to announce future changes in the area in time for the major milestone of the launch of the new name and brand for the Cultural Hub, inform and prepare people about the new Cultural Hub. This is also a way to engage and consult with local residents, occupiers and visitors about their aspirations for the area following the agreed corporate process.</p>
7. Success criteria	<p>A well-received programme of events and installations delivered for the public realm in the Cultural Hub area that begins the process of transforming the area into a key cultural destination and attracting new visitors.</p>
8. Key Benefits	<p>The vision for the area is for the Cultural Hub to be welcoming to all, where talent is encouraged and nurtured, and that understands the place to be one of excellence in art, performance, design. Our proposals will start to make this vision visible at the street level: attracting people, marking the area as dynamic, lively, greener and indicating that the area will be transformed.</p> <p>The area around the Barbican and Smithfield with the new Museum of London will have new public amenities that will look more attractive to users, and will have improved air quality.</p> <p>The benefits of the future 'Cultural Hub' area will be signalled to the public through a series of interventions and installations in the public realm that reflect the new vision for the area.</p>
9. Notable exclusions	n/a
10. Governance arrangements	<p>Spending Committee: Planning and Transportation Committee</p> <p>Senior Responsible Officer: Director of the Built Environment</p> <p>Project Board: No</p>

Prioritisation

11. Link to Strategic Aims	3. To provide valued services, such as education, employment, culture and leisure, to London and the nation.
12. Links to existing strategies, programmes and projects	The project would be a key contribution to the Cultural Hub, the development of which is an important strategic priority for the City.
13. Project category	5. Other priority developments
14. Project priority	C. Desirable

Options Appraisal

15. Overview of options	<p>The indicative list of installations endorsed by the Cultural Hub Working Party on 1 February 2017 and Programme Board on 7 March 2017 have been given a ‘high’ or ‘medium’ priority based on the following criteria:</p> <ul style="list-style-type: none"> - Feasibility: how possible it would be to complete the project given the short timescales involved, the project’s complexity, and any dependence on external factors that may cause delays - Positive impact: the extent to which the completed project would achieve the stated aims of transforming a public space; indicating a change to come; making the area more enjoyable for the public; and providing new cultural amenities; demonstrating the benefits of the cultural hub to come - Cost: an estimated cost range has been given for each project; in many cases low-cost items have been given a higher priority, as they might provide better value at this stage. <p>Each individual installation is optional at this stage. It is proposed to develop a detailed programme for the next Gateway that includes the ‘high’ priority items, however there may be an opportunity for ‘medium’ priority items to be included in the programme where it is considered that these items align with the overall theme for the ‘Quick Wins’ programme.</p> <p>It is proposed to coordinate the first installations with other activities such as marketing, communications and partnership events supporting the launch of the Cultural Hub name and brand in July 2017.</p>
--------------------------------	---

Project Planning

<p>16. Programme and key dates</p>	<p>Overall programme: through 2017 and early 2018</p> <p>Key dates:</p> <ul style="list-style-type: none"> - First installations to be in place for July 2017 to be linked to launch of Cultural Hub brand/ identity - Commencement of Simon Rattle tenure at LSO in September 2017 - Cultural partners' Spring programmes in 2018 - Crossrail opening in December 2018 <p><i>See also item 3</i></p>
<p>17. Risk implications</p>	<p>Overall project risk: Amber</p> <ul style="list-style-type: none"> - Insufficient budget for implementation of the programme - Delays to the programme, resulting in the missing of major milestones caused by procurement and consents processes or unforeseen difficulties during implementation
<p>18. Stakeholders and consultees</p>	<p>The project will require collaborative working with many of the Cultural Hub partners:</p> <ul style="list-style-type: none"> - Barbican - Guildhall School - Museum of London - Open Spaces - City Transportation - Town Clerk's - Low Emission Neighbourhood - London Symphony Orchestra <p>Some specific projects within the programme will require public consultation.</p>

Resource Implications

<p>19. Total estimated cost</p>	<p>Likely cost range:</p> <p>1. Under £250k, or, 2. £250k to £5m</p> <p>Costs will depend on the projects chosen for the programme; it is estimated that individual interventions will cost on average £25-50k.</p> <p>Costs will be finalised at the Gateway 5, as specific projects will be recommended for Member approval and funding at that stage.</p>
--	---

	<p>The costs to Gateway 5 include:</p> <ul style="list-style-type: none"> • Fees for an external consultant to curate the programme. Costs at this stage include production of a full draft programme of events/ interventions. Estimated at £30,000. • Staff Costs for the project management of the programme, provided by the CPR team. This will include report writing, managing the procurement process, managing liaison with other City departments. Estimated at £30,000. 	
20. Funding strategy	Partial funding confirmed	Mixture - some internal and some external funding
	Sources of Funding for Design and Evaluation	
	Cultural Hub budget	£60,000
	Funding for implementation of the programme will be sought from allocated cultural hub budgets, Low Emission Neighbourhood budgets or other appropriate source to be agreed by Members at Gateway 5.	
21. On-going revenue implications	It is intended that the majority of projects will be temporary in nature, therefore no ongoing revenue implications are anticipated.	
22. Procurement strategy/Route to Market	All corporate procurement procedures will be followed	
23. Traffic implications	Depending of the final location of the individual installations, some temporary road closures may be required. This would be undertaken with all correct necessary approvals. In the event that temporary closures take place, the opportunities to monitor air quality, network impact and structural investigation and maintenance pertinent to either the Cultural Hub or Low Emissions Neighbourhood will also be sought.	
24. Sustainability and energy implications	A key theme of the projects will be greening, air quality and sustainability. The projects with the Low Emissions Neighbourhood project will aim to produce improved air quality for people in the City.	
25. Equality Impact Assessment	An equality impact assessment will be undertaken	

Appendices

Appendix 1	Quick Wins itemised list
Appendix 2	Map

Contact

Report Author	Helen Kearney
Email Address	Helen.kearney@cityoflondon.gov.uk
Telephone Number	020 7332 3526

For Information

This page is intentionally left blank

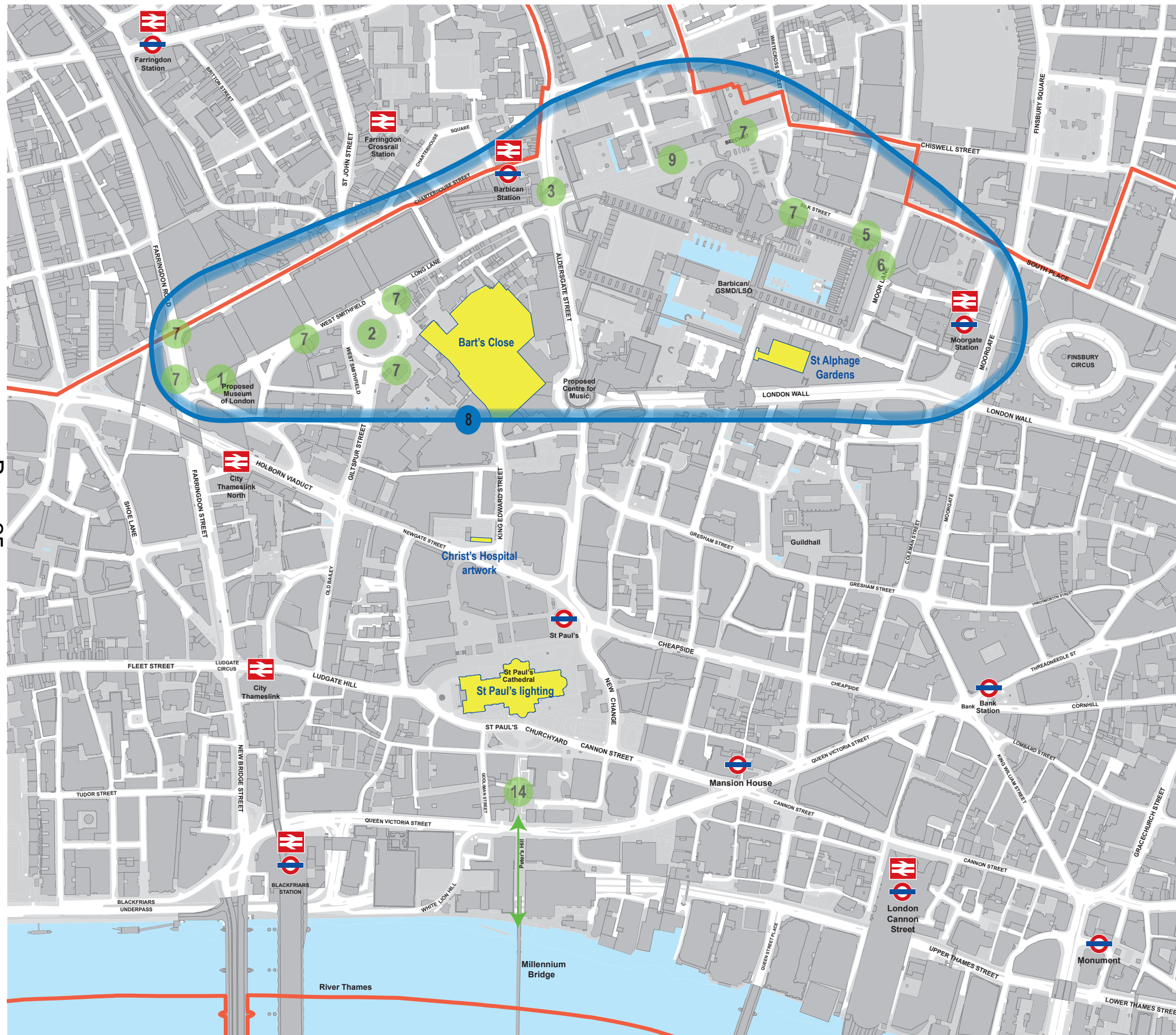
Appendix 2: QUICK WINS SUMMARY – Details of the proposals to be read with the quick wins map

PHASE	MAP #	LOCATION	ACTIVITY	DATES	ACTIVITY
1. JUL - OCT 2017	1	WEST SMITHFIELD AREA	CULTURAL HUB HOARDINGS <i>Project Lead: MOL</i>	20 JULY 2017 AND ONGOING	Museum of London curated hoardings. These will be highly visible, artistically designed and link to the local area. Opportunity to feature Cultural Hub branding as well.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	MORAG MYERSCOUGH INSTALLATION <i>Project Lead: PR</i>	20 JULY - 31 OCTOBER 2017	Large scale installation in the Smithfield Rotunda Garden by artist and designer Morag Myerscough. The design will encourage increased use of the Garden by enhancing visibility, visitor curiosity and providing additional social and cultural opportunities.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	(TBC) ARCHIKIDS FESTIVAL <i>Project Lead: MOL</i>	22 & 23 JULY 2017	Complimentary Archikids and Museum of London family programming, activating the Smithfield Rotunda and Morag Myerscough installation.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	(TBC) POP UP PROGRAMME <i>Project Lead: PR</i>	AUGUST & SEPTEMBER 2017	A summer programme of activities to encourage use of Smithfield Rotunda Garden during the Morag Myerscough installation. Opportunity to test ideas and gather feedback on future uses and programming of the space.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	BARBICAN PEDESTRIAN BRIDGE <i>Project Lead: LEN</i>	05 JUNE 2017 (LAUNCH) - 2019	Planting coverage of the pedestrian bridge/high-walk at the exit to Barbican Tube to improve visitor experience and aid way-finding. Location promotes use of the high-walks as a 'green' route.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	MORAG MYERSCOUGH WAYFINDING <i>Project Lead: PR</i>	20 JULY - 30 NOVEMBER 2017	Temporary artistic signage to improve way finding when exiting Barbican Tube Station. Opportunity to test ideas whilst building relationship with TFL for a longer term solution.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	(TBC) ADDITIONAL WAYFINDING OR DIGITAL SCREEN <i>Project Lead: PR</i>	TBC DATES	With Beech Street / Aldersgate Street being a key arrival point for visitors, there is an opportunity to develop and test shorter term and longer term solutions to way-finding, place making and information sharing.
1. JUL - OCT 2017	4	TBC	(TBC) FOLK IN A BOX <i>Project Lead: PR</i>	AUGUST 2017	A beautifully designed micro performance venue, in which audiences experience a unique, one-on-one, acoustic music performance.

1. JUL - OCT 2017	5	SILK STREET	MORAG MYERSCOUGH INSTALLATION <i>Project Lead: PR</i>	20 JULY - 31 OCTOBER 2017	A large-scale Morag Myerscough installation along Silk Street, making use of the barbican car park windows opposite Milton Court. This piece would create a sense of destination along Silk Street and way-finding.
1. JUL - OCT 2017	6	MOOR LANE	MOOR LANE POP UP GARDEN <i>Project Lead: LEN</i>	05 JUNE 2017 - 2019	A community garden installation on Moor Lane to improve visitor experience, way-finding and highlight the high-walk as a 'green' route.
1. JUL - OCT 2017	7	CULTURAL HUB AREA	SHADOWING - PLAYABLE CITY INSTALLATION <i>Project Lead: PR</i>	20 JULY - 28 OCTOBER 2017	Using 'intelligent' lamps the installation captures and manipulates shadows of passers by, creating a playful and unique social interaction between visitor and infrastructure. Locations encourage exploration of the Cultural Hub area, from Silk Street to West Smithfield.
1. JUL - OCT 2017	8	CULTURAL HUB AREA	CULTURAL HUB TRAILS <i>Project Lead: Barbican</i>	20 JULY ONWARDS - to be refreshed or added to seasonally	Cultural Hub trails can be produced thematically or linking to significant programme themes, to encourage exploration, tell stories, and aid way-finding through the Cultural Hub. Trails to be produced as print and be available to download online.
1. JUL - OCT 2017	8	TBC LOCATION	(TBC) THIS IS RATTLE DIGITAL CONTENT <i>Project Lead: LSO</i>	14 - 24 SEPTEMBER 2017	Create additional public realm links to the 'This Is Rattle' programme of events. Digital content is a good opportunity engage with the LSO and enhance the festival feel in the Cultural Hub.
1. JUL - OCT 2017	8	CULTURAL HUB AREA	IMPROVED WAYFINDING TRIALS <i>Project Lead: PR</i>	OCTOBER - DECEMBER 2017	Improved way-finding trails as part of the 'Look and Feel' work.
2. NOV 2017 - MAR 2018	9	BEECH STREET TUNNEL	59 PRODUCTIONS AV INSTALLATION (Links to OpenFest 2018) <i>Project Lead: Barbican</i>	17 & 18 MARCH 2018	Proposal for a large-scale audio-visual installation by 59 Productions and Barbican Music within Beech Street tunnel. This large scale artistic intervention and road closure would transform the tunnel into a unique and spectacular public performance space.
2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	LIGHTING & AV INSTALLATION <i>Project Lead: PR</i>	06 NOVEMBER 2017 - 02 FEBRUARY 2018	Ambition to continue public programming across the winter period by creating lighting and projection opportunities in the Cultural Hub. Design would create artistic platforms whilst enhancing the architecture and aiding way-finding for visitors.

2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	ADDITIONAL POP UP PROGRAMMING <i>Project Lead: PR</i>	10 - 19 NOVEMBER 2017	Additional pop up performance and programme opportunities to be looked at for the public realm, linking with partner activity to create a vibrant, festival feel in the Cultural Hub. Ideas to be explored with London Jazz Festival (Nov 2017) and OpenFest (March 2018).
2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	PUBLIC ART INSTALLATIONS <i>Project Lead: PR</i>	MARCH — JUNE 2018	New commission opportunities to be worked up for artists to explore playful additions and installations to the Cultural Hub

This page is intentionally left blank



Keys

- Cultural Hub
- City of London boundary
- CPR enhancement projects to be delivered in 2017/2018

Locations

- 1 CULTURAL HUB HOARDINGS
Project Lead: MOL
- 2 MORAG MYERSCOUGH INSTALLATION
Project Lead: PR
- 2 (TBC) ARCHIKIDS FESTIVAL
Project Lead: MOL
- 2 (TBC) POP UP PROGRAMME
Project Lead: PR
- 3 BARBICAN PEDESTRIAN BRIDGE
Project Lead: LEN
- 3 MORAG MYERSCOUGH WAYFINDING
Project Lead: PR
- 3 (TBC) ADDITIONAL WAYFINDING OR DIGITAL SCREEN
Project Lead: PR
- TBC (TBC) FOLK IN A BOX
Project Lead: PR
- 5 MORAG MYERSCOUGH INSTALLATION
Project Lead: PR
- 6 MOOR LANE POP UP GARDEN
Project Lead: LEN
- 7 SHADOWING - PLAYABLE CITY INSTALLATION
Project Lead: PR
- 8 CULTURAL HUB TRAILS
Project Lead: Barbican
- 8 (TBC) THIS IS RATTLE DIGITAL CONTENT
Project Lead: LSO
- 8 IMPROVED WAYFINDING TRIALS
Project Lead: PR
- 8 LIGHTING & AV INSTALLATION
Project Lead: PR
- 8 ADDITIONAL POP UP PROGRAMMING
Project Lead: PR
- 8 PUBLIC ART INSTALLATIONS
Project Lead: PR
- 9 59 PRODUCTIONS AV INSTALLATION
(Links to OpenFest 2018)

This page is intentionally left blank

Appendix 4:
Cultural Hub Public Realm Temporary Projects Costs breakdown

Project	Cost Element	Estimate £000
Smithfield Rotunda	Fees	10
	Works	72
	Staff Costs	8
	Total	90
Silk Street artwork	Fees	10
	Works	58
	Staff Costs	8
	Total	76
Shadowing	Fees	5
	Works	27
	Staff Costs	6
	Total	38
Folk in a Box	Fees	5
	Works	23
	Staff Costs	5
	Total	33
Walking Trails	Fees	15
	Works	9
	Staff Costs	5
	Total	29
Audio visual (AV)/ Lighting	Fees	20
	Works	40
	Staff Costs	10
	Total	70
Barbican tube way finding improvements	Fees	3
	Works	15
	Staff Costs	4
	Total	22
Events/ digital/ extra content/ pop ups	Fees	33
	Works	43
	Staff Costs	11
	Total	87
Research and development for future phases; including Wayfinding Trial	Fees	40
	Staff Costs	25
	Total	65
Programme-wide Curatorial, Project Management and departmental staff costs	Staff costs	25
Sub Total Fees (including 30k approved at G4)		£141,000
Sub Total Works		£287,000
Sub Total Staff Cost		£107,000
TOTAL		£535,000

Staff Costs breakdown	
Department	Cost estimate £000
City Public Realm	50
Open Spaces	8
Highways	13
City Transportation	8
Barbican Centre	28
Total	£107,000