

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

### 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
	<b>Total</b>	<b>£60,000</b>

### 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.

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

	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
		<b>Total</b>		<b>£60,000</b>
<b>3. Next steps</b>	<ul style="list-style-type: none"> <li>• <u>March 2017</u> : Funding approved and released for next stage</li> <li>• <u>March – April 2017</u> : Appoint project curator/ programmer</li> <li>• <u>April 2017</u>: Development of detailed programme and key stakeholder consultation</li> <li>• <u>May 2017</u>: Gateway 5 reports for specific projects and any permissions or consents sought</li> <li>• <u>June 2017</u>: Installations fabricated; events finalised</li> <li>• <u>July 2017– March 2018</u>: Installations delivered on-site</li> <li>• <u>Jan - April 2018</u>: Evaluation of programme</li> <li>• <u>May 2018</u>: Update report to Members</li> </ul>			

### Project Summary

<b>4. Context</b>	<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>
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	<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><b>5. Brief description of project</b></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"> <li>- trials and experiments with signage and wayfinding; new ways for the public to understand the area via digital formats/platforms and public information panels;</li> <li>- greening projects undertaken with local schoolchildren as part of the Low Emission Neighbourhood education programme;</li> <li>- new hoardings: working with owners of new building developments to design announcements about the Cultural Hub and its partners;</li> <li>- 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;</li> <li>- installation of temporary street furniture, cycle racks and improved pedestrian connections;</li> <li>- temporary sites for performance venues;</li> <li>- artistic commissions to be a part of local high-profile design and architecture festivals and artistic lighting schemes.</li> </ul> <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>
<b>6. Consequences if project not approved</b>	<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>
<b>7. Success criteria</b>	<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>
<b>8. Key Benefits</b>	<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>
<b>9. Notable exclusions</b>	n/a
<b>10. Governance arrangements</b>	<p><b>Spending Committee:</b> Planning and Transportation Committee</p> <p><b>Senior Responsible Officer:</b> Director of the Built Environment</p> <p><b>Project Board:</b> No</p>

**Prioritisation**

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

### Options Appraisal

<b>15. Overview of options</b>	<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"> <li>- <b>Feasibility:</b> 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</li> <li>- <b>Positive impact:</b> 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</li> <li>- <b>Cost:</b> 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.</li> </ul> <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>
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## Project Planning

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

## Resource Implications

<b>19. Total estimated cost</b>	<b>Likely cost range:</b> 1. Under £250k, or, 2. £250k to £5m  Costs will depend on the projects chosen for the programme; it is estimated that individual interventions will cost on average £25-50k.  Costs will be finalised at the Gateway 5, as specific projects will be recommended for Member approval and funding at that stage.
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	<p>The costs to Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	
<b>20. Funding strategy</b>	Partial funding confirmed	Mixture - some internal and some external funding
	<b>Sources of Funding for Design and Evaluation</b>	
	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.	
<b>21. On-going revenue implications</b>	It is intended that the majority of projects will be temporary in nature, therefore no ongoing revenue implications are anticipated.	
<b>22. Procurement strategy/Route to Market</b>	All corporate procurement procedures will be followed	
<b>23. Traffic implications</b>	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.	
<b>24. Sustainability and energy implications</b>	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.	
<b>25. Equality Impact Assessment</b>	An equality impact assessment will be undertaken	

**Appendices**

<b>Appendix 1</b>	Quick Wins itemised list
<b>Appendix 2</b>	Map

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For Information