

Committees: Streets and Walkways Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i> Open Spaces and City Gardens <i>[for decision]</i>	Dates: 26 February 2019 Under urgency Under urgency
Subject: Culture Mile Look and Feel Experiments Unique Project Identifier: 11825	Progress Report Next gateway to be passed: Progress
Report of: Director of the Built Environment	For Decision

1. Reporting period	February 2019 to July 2019
2. Requested decisions	Requested decisions Members are requested to approve a 2019 programme of Culture Mile Look and Feel Experiments in support of Culture Mile Look and Feel implementation, and the release of funds of £409,000 to implement the programme funded from a budget previously allocated by Policy and Resources Committee.
3. Progress to date	<ol style="list-style-type: none"> 1. This report relates to the agreed Culture Mile programme of activity, which has previously been approved by Policy and Resources Committee. In April 2018 a proposed budget for the public realm artistic installations in Culture Mile was agreed. At that time the programme was referred to variously as 'artistic installations' or the 'Culture Mile Pop Ups'. The programme has since been retitled 'Culture Mile Look and Feel Experiments' to better reflect the fact that the activity has an explicit link to the implementation of the Culture Mile Look and Feel Strategy. This programme is funded by the £5m capital allocation for the implementation of the Look and Feel Strategy (see project Cover Sheet in Appendix 1). 2. As part of the approval of the budget, Members agreed a process whereby the release of funding for implementation of this programme would be subject to Member approval of the detailed programme. This report therefore details the 2019 programme and requests that Members approve the release of funds for that specific activity.

3. To date, a research and development process has been undertaken for the next phase of Culture Mile Look and Feel Experiments, that has involved close collaboration with the other Culture Mile workstreams. This has included shaping the programme around Culture Mile strategic priorities and content principles and working closely with the Barbican-led Culture Mile Programming team. As a result, much of the Culture Mile Look and Feel Experiments will be delivered in partnership with other Culture Mile colleagues.
4. The overall Culture Mile summer events programme (of which Culture Mile Look and Feel Experiments are a part) includes artistic activity within the theme of 'Play the Mile', and will comprise programming from May 2019 to August 2019, starting with the 'Sound Unbound' festival led by the Barbican and incorporating the 'Smithfield Street Party' events led by the Museum. The Culture Mile Look and Feel Experiments have been designed to complement and support this activity.
5. In addition, the planned Culture Mile Look and Feel Experiments align with the approved Look and Feel Strategy for Culture Mile. This means that the installations will have a dual purpose: firstly, that they support the aims of 'form a Culture Spine', 'take the inside out', 'discover and explore', and 'be recognisable and be different'. Secondly, that they allow implementation ideas to be tested and evaluated, and the lessons learned will form part of the process (e.g. by providing an evidence base) for more major long-term changes in the public realm.
6. **Implementation**
The elements of the programme that are due to be implemented in this next phase are as follows (see images of the locations and proposals in Appendix 2 and Financial details in Appendix 3):
 - a. **Play the Mile Programme (led by the Barbican)**

Smithfield Rotunda Garden Summer Installation and Power Supply. The Department of the Built Environment's (DBE) proposed contribution is to lead on the design and delivery of a temporary architectural installation in the Smithfield Rotunda Garden, to support and enhance the summer activities in Culture Mile. DBE, Culture Mile and Open Spaces colleagues have agreed a design proposal that supports cultural activity and public engagement in West Smithfield. It is proposed that the architectural installation is implemented for 4

months, from May until September 2019. In addition, a power source will be installed permanently at the Smithfield Rotunda Garden entrance to allow for small scale events and more regular public programming to take place in the future. The installation and power supply will test the design approach and infrastructure needs of West Smithfield as a programmable culture and heritage space.

Sound Installations. The Department of the Built Environment will contribute to the funding of a series of sound installations lead by the Barbican, which are planned for Charterhouse, West Smithfield and Salter's Garden. The installations are site specific and particularly support the 'Take the Inside Out' and 'Discover and Explore' aims of the Look and Feel Strategy. In addition, 10 new musical commissions, as part of the international 'Musicity' programme, will further support the establishment of the 'Culture Spine' through site specific responses to the built environment. The 'Musicity' musical compositions will be available digitally for people in the area to discover and enjoy Culture Mile in a new way.

b. London Festival of Architecture

City Parklets. The London Festival of Architecture (LFA), in partnership with the City of London Corporation, is supporting a series of miniature landscaped spaces or 'Parklets', to be installed in the Square Mile for the festival in June 2019. A design competition process will harness the talent of architects and designers to bring additional life and greenery to the City's streets and public spaces. Launched at the festival the 'City Parklets' will be installed between June and September 2019. The festival provides the perfect opportunity to test ideas for the Look and Feel Strategy implementation.

c. Technical Manual.

The Look and Feel Strategy identified a need to put in place robust guidelines for organising and running events and installations in Culture Mile. The Technical Manual will be commissioned to clearly set out: which spaces (public or private) may be appropriate for events, installations or artwork; what processes are needed for approval of activity in these spaces; how communications, traffic management, accessibility and health and safety matters can be addressed; and setting out the technical specifications of each site as appropriate.

d. Branding in the Public Realm.

The character of Culture Mile including its public and outdoor spaces is critical as a visual representation of Culture Mile values, making the case for inward investment and attracting uses and visitors alike. The proposed branding guidelines will build upon the existing branding work of Culture Mile, City Public Realm SPD and technical manual and City Lighting Strategy to create a palette of features including signage, street furniture, lighting and materials that will inform the design of future public realm schemes and interventions.

e. Culture Mile North-South connections.

This is a project to develop artistic installations and lighting in support of intuitive wayfinding along Culture Mile's North South connection (from the Millennium Bridge approach to St Paul's Cathedral and the Culture Mile area). The project will also test options for winter animation along other Culture Mile routes.

f. Maintenance.

The maintenance of the Culture Mile Look and Feel Experiments listed above, as well as de-installation costs for previous Culture Mile installations already implemented, are included in this report (see details in the Finance Tables in Appendix 3).

7. Research and Development

In addition, the team are working up proposals for the next stages of the programme that will be implemented in Autumn/Winter 2019/2020 and subject to later approvals as appropriate. This work will support outcomes of the Culture Mile Look and Feel Strategy and will coordinate with major projects in Culture Mile, including Beech Street, Museum of London, Centre for Music and St. Paul's Gyratory.

a. Curatorial support for winter 19/20.

It is proposed to develop a curatorial role for the next year of Culture Mile Look and Feel Experiments. It has been identified through the delivery of the first phase of public realm installations in Culture Mile that specialist curatorial support is needed in order to shape the content of this work and to act as a liaison between Culture Mile (as

client) and artists/designers. This work would ensure clarity of purpose for artistic decision making and ensure that projects are delivered in line with both the Look and Feel Strategy outcomes and the Culture Mile principles.

b. Culture Spine Meanwhile Projects.

DBE have received proposals from residents to make temporary improvements to areas of the public realm in the short term. There is a clear appetite for areas to be improved for both visitors and locals. The 'Culture Spine Meanwhile Projects' would launch a community-led project, creating an opportunity for DBE, Open Spaces and Culture Mile to work with the local community to improve the design and experience of spaces along the 'Culture Spine', and possibly in Moor Lane.

8. The implementation of the Culture Mile Look and Feel Experiments programme outlined above will require staff time from DBE, alongside work from colleagues across the Corporation as appropriate.
9. The total sum requested to be released in this report is £409,000, which comprises part of the agreed £750,000 budget for this activity, this does not include a separate £30,000 previously approved from the Culture Mile revenue budget for North-South links (see details in the Finance Tables in Appendix 3).

Item	Budget (£)
Research and Development	50,000
Implementation and Maintenance	359,000
TOTAL	409,000

10. Corporate & Strategic Implications:

The Culture Mile Look and Feel Experiments support the following City of London outcomes and objectives:

City of London Corporate Plan Outcomes:

1. People are safe and feel safe
2. People enjoy good health and wellbeing
4. Communities are cohesive and have the facilities they need
7. We are a global hub for innovation in the finance and professional services, commerce and culture

9. We are digitally and physically well-connected and responsive
10. We inspire enterprise, excellence, creativity and collaboration

City of London Cultural Strategy Objectives:

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
7. Better promote our world class culture and heritage offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience, enabling communities in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK

Culture Mile Look and Feel Strategy Outcomes:

- 1.3 The area is easy to navigate
- 1.4 New infrastructure is implemented along the spine
- 1.5 North-south connections are formed
- 2.2 Outdoor and public spaces for public art, play and programming are identified
- 2.3 Spaces are programmed for artistic activity
- 2.4 Vacant and underutilised spaces are transformed
- 2.5 Community participation is embedded in our work
- 3.1 The area's rich and varied history is celebrated
- 4.2 Culture Mile's physical environment is its brand

11. The implementation of the Culture Mile Look and Feel Experiments programme will be subject to all necessary approvals, consents and permits required to deliver the programme, including submission to the City Arts Initiative where appropriate.

12. **Recommendation:**

- That Members of Street and Walkway Committee, Project Sub Committee:

- i. Approve the programme of installations for the next phase of Culture Mile Look and Feel Experiments in 2019, and the release of funds of £409,000 to implement the programme.

	<p>ii. Authorise delegation of budget adjustments between staff costs, works and fees, to the Chief Officer in consultation with the Chamberlain Department.</p> <p>- <i>That Members of Open Spaces Committee:</i></p> <p>iii. Approve the temporary proposal for Smithfield Rotunda to be installed in summer 2019.</p>
4. Next steps	<p>13. The next steps will be: to obtain necessary approvals, consents and permits for the installations, including City Arts Initiative approval where relevant. The installations will then be implemented in a phased programme through the summer, with the earliest installations being open to the public to coincide with 'Sound Unbound' festival in May 2019.</p>

Appendices

Appendix 1	Project cover sheet
Appendix 2	Images of the proposed locations and installations
Appendix 3	Financial tables
Appendix 4	Key Performance Indicators (KPIs)
Appendix 5	Programme of activity

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Appendix 1: Project Cover Sheet

Project Coversheet

[1] Ownership

Unique Project Identifier: 11825 **Report Date:** 20 February 2019
Core Project Name: Culture Mile Look and Feel Experiments
Programme Affiliation (if applicable): Culture Mile
Project Manager: Rob Timmer/ Helen Kearney
Next Gateway to be passed: Progress

[2] Project Brief

Project Mission statement: To programme and deliver a series of temporary interventions in the public realm in the City's Culture Mile, in line with the approved Look and Feel Strategy.

Definition of need: The Culture Mile Look and Feel Experiments should provide us with useful information relating to the longer-term Look and Feel Strategy, e.g. how people/communities use the sites, how they respond to the work, how the pieces enhance way-finding in the area. This will inform the design of permanent changes in the area e.g. public realm around the major capital projects.

Key measures of success:

- 1) To deliver a public programme of rolling temporary installations in Culture Mile that activate and show transformations to come in the area
- 2) To test ideas and provide officers with useful information relating to the longer-term Look and Feel Strategy implementation
- 3) To be part of the wider Culture Mile programming with partners and for key events.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: This is a rolling programme, with a budget of £750,000

Total potential project liability (cost) [£]:

Total anticipated on-going commitment post-delivery [£]: n/a

Programme Affiliation [£]: The agreed Culture Mile Look and Feel Implementation budget is £5m over 5 years.

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)	
£1,685,000	None. The report is asking to release part of the already approved budget.	£1,685,000	
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)	
£1,685,000 up to 2019	n/a	None	
[G] Spend to Date	[H] Anticipated future budget requests		

£1,035,000	None for 2019. A report to release the next phase of the agreed budget will be submitted as appropriate.
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Headline Financial changes:

Since 'Project Proposal' (G2) report:

▲ ◀ ▶ ▼ n/a

Since 'Options Appraisal and Design' (G3-4) report:

▲ ◀ ▶ ▼ n/a

Since 'Authority to start Work' (G5) report:

▲ ◀ ▶ ▼ The project is a rolling programme of installations that occurs each year. The project budget was agreed as £750,000. The current report is asking to release part of this already approved budget. To date the programme has delivered a series of successful artistic interventions and place making experiments, including: wayfinding pilot programme for Culture Mile through Legible London work; a summer installation by Morag Myerscough at Silk Street and West Smithfield; two artistic and architectural lighting interventions; Beech Street events and experiments with support for the Tunnel Visions event and Jason Bruges Studio art installation; two colourful crossings at Aldersgate junction; a summer events programme for visitors, families and local workers; a contribution to Smithfield 150 including a community poetry and film project; and design competitions relating to Look and Feel Strategy work.

The programme of public realm artistic installations and commissions have generated positive responses and a desire for more interventions from visitors and businesses, as well as delivering positive outcomes for artists and stakeholders involved. Following the first phase of Culture Mile artistic installation an impact assessment was carried out in October 2017. The study found that 99% of visitors surveyed would like to see more art in the City, and that 90% of local businesses supported temporary installations and felt that footfall had increased as a result. Additionally, 92% of respondents were more likely to visit the Culture Mile area again due to temporary installations, and 91% of people also reported positive feelings as a result of visiting (feeling excited, welcomed, relaxed, surprised, interested and cheerful).

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

At the last Gateway report, Members approved:

“the budget for 2018/19 for the Culture Mile Pop Ups programme of £750,000, to be funded by the £5m capital allocation for the implementation of the Look and Feel Strategy”

In addition, Members agreed that prior to the delivery of specific installations (as part of the approved budget and programme), that officers return to Members for approval.

[5] Narrative and change

Date and type of last report:

April 2018, Progress Report

Key headline updates and change since last report.

Since the last report officers have planned the next phase of the programme, to meet the wider aspirations for Culture Mile. The installations proposed are now outlined in the next Progress report.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

n/a. the project is a rolling programme of installations that is put together each year and reported to Members as a Progress Report.

Since 'Options Appraisal and Design' (G3-4 report):

n/a – as above

Since 'Authority to Start Work' (G5) report:

n/a – as above

Timetable and Milestones:

Expected timeframe for the project delivery: each year

Milestones:

- 1) Committee report February 2019
- 2) Appointment of contractors to deliver the installations: March 2019
- 3) Installations open to the public: May 2019

Are we on track for this stage of the project against the plan/major milestones? Yes

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Risks and Issues**Top 3 risks:**

<i>Risk description</i>	<i><u>Approvals.</u> The approvals for elements of the programme may include: Road closures; planning permission; listed building consent; licences. If we do not get these permissions the installations cannot go ahead.</i>
<i>Risk description</i>	<i><u>External communications.</u> Ensuring we communicate at the right level and at the right time to the many different external stakeholders e.g. residents, local businesses, potential partners, to ensure that local stakeholders are not negatively affected by the installations.</i>
<i>Risk description</i>	<i><u>Internal communications.</u> The Culture Mile project is new, and a number of issues remain unsolved, including clear channels of internal communication; ownership of risk; lines of authority. This can create uncertainty about how the project should be managed and communicated, to whom, and how decisions should be made.</i>

See 'risk register template' for full explanation.

Top 3 issues realised <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
<i>Timescales; reporting; flexibility</i>	<i>The installation programme has short lead-in times and elements that require some flexibility. This means that the nature of gateway</i>	

	<i>reporting does not always fit the nature of the project. Working on this timescale and in this way means that resources are stretched (especially staff time) and that the required permissions do not necessarily meet the usual lead-in time (e.g. for Committee approvals).</i>	

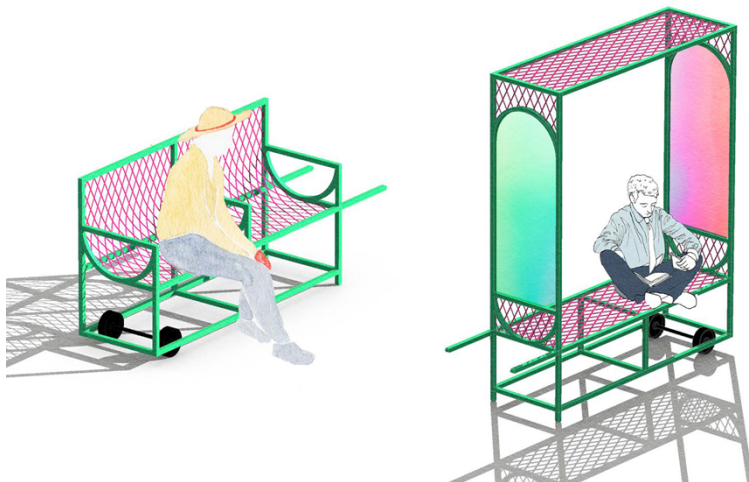
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Yes. Culture Mile is a high-profile project that has a press and marketing team dedicated to it.

Appendix 2: Images of the proposed locations and installations

a. Play the Mile Programme (led by the Barbican)

Smithfield Rotunda Garden Summer Installation: A new architectural design commission will activate Smithfield Rotunda Garden as part of the 'Culture Spine' and 2019 Culture Mile 'Play the Mile' programme.



Sound Installations: 'Pleasure Garden' is a motion activated sound composition, which will activate Salters' Garden as part of the 2019 Culture Mile 'Play the Mile' programme.



Sound Installations: Musicity commission



b. London Festival of Architecture

City Parklets: A 'City Parklet' example: 'Fresh Air Square' replaced two car parking spaces for one year on Tooley Street.



c. Culture Mile Look and Feel Implementation

Branding in the Public Realm: Branding work will establish clear guidelines for Culture Mile brand implementation in the public realm that supports Look and Feel Strategy aims and serves the Culture Mile artistic programming.



Appendix 3: Finance tables

1. Update on budget allocated in April 2018 for Culture Mile Look and Feel Experiments

Table 1: Spend to date - Cultural Hub Project Phase 3 - 16800399			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Fees	100,000	29,359	70,641
Env Servs Staff Costs	10,000	-	10,000
Open Spaces Staff Costs	10,000	-	10,000
P&T Staff Costs	130,000	130,000	-
TOTAL	250,000	159,359	90,641

2. Budget Increase Request

Table 2: Budget Increase Request - 16800399			
Description	Approved Budget (£)	Budget Increase (£)	Revised Budget (£)
P&T Fees	100,000	80,000	180,000
Total Fees	100,000	80,000	180,000
Env Servs Staff Costs	10,000	10,000	20,000
Open Spaces Staff Costs	10,000	(5,000)	5,000
P&T Staff Costs	130,000	60,000	190,000
Total Staff Costs	150,000	65,000	215,000
Implementation (Works)	-	209,000	209,000
Total Works	-	209,000	209,000
Maintenance	-	55,000	55,000
TOTAL	250,000	409,000	659,000

3. Detailed breakdown of budget for next stage

Table 3: Detailed breakdown of budget	
Description	Cost
<u>Research and Development:</u>	
Fees	
Curatorial support for the Culture Mile Look and Feel Experiments 2019/2020 programme development	15,000
Culture Spine Meanwhile Projects: Development of community led projects along the 'Culture Spine'	20,000
Staff costs	
P&T Staff Costs to support the Culture Mile Look and Feel Experiments 2019/2020 programme development	15,000
Research and Development Total:	50,000
<u>Implementation:</u>	
Works	
'Play the Mile': Smithfield Rotunda Garden Summer Installation and Power Supply lead by DBE	115,000
'Play the Mile': DBE contribution towards sound installations lead by the Barbican for Culture Mile, including Sound Unbound Festival, Play the Mile summer programme and Musicity commissions	59,000
London Festival of Architecture: DBE contribution towards a City Parklet commission as part of Culture Mile Look and Feel Experiments programme	15,000
Culture Mile North South Connections: Artistic and Lighting tests that support intuitive wayfinding and connections to Culture Mile (this sum is in addition to a separate £30,000 previously approved and funded from the Culture Mile revenue budget)	20,000
Fees	
Technical Manual: Guidelines for the delivery of Culture Mile activities and supporting the Look and Feel strategy implementation	25,000
Branding in the Public Realm: Guidelines for the visual representation of Culture Mile in public and outdoor spaces and supporting the Look and Feel Strategy implementation	20,000
Staff Costs	
P&T Staff Costs to support the implementation of the 2019 programme of Culture Mile Look and Feel Experiments	35,000
Environmental Services Staff Costs to support the delivery of Culture Mile Highways events and activity	15,000
Implementation Total:	304,000
<u>Maintenance:</u>	
Maintenance Costs: Supporting the Look and Feel Experiments 2019 programme as well as the maintenance and de-installation needs of previous 'Pop Up' installations that have already been implemented in Culture Mile	55,000
Maintenance Costs Total:	55,000
TOTAL	409,000

Appendix 4: Culture Mile Look and Feel Experiments table and KPIs

	Key Performance Indicator	Measurement	Date
	Project Management (Internal)		
1.	Programme is delivered in a timely and cost-effective manner	Schedule variance Budget variance	Oct 2019
2.	Project prioritisation and proposals are received for the 2020 Culture Mile Look and Feel Experiments programme	2020 programme report Schedule variance Project evaluation	Nov 2019
	Project Impact (External)		
3.	Public amenity and wellbeing increases as a result of the programme	Visitor surveys (%) Social Media report Culture Mile evaluation	Oct 2019
4.	Increased awareness and visibility of Culture Mile brand in the public realm	Visitor surveys (%) Social Media report Press coverage Culture Mile evaluation	Oct 2019
5.	Wayfinding is improved for visitors to Culture Mile	Visitor surveys (%) Business surveys (%) Stakeholder surveys	Oct 2019
6.	Culture Mile is more attractive to visitors and the likelihood of return visits increases as a result	Visitor surveys (%) Business surveys (%)	Oct 2019
7.	Positive economic impact on local businesses and other local stakeholders	Business surveys (%)	Oct 2019
8.	The wider Culture Mile programme is supported and the viability of regular cultural activities being programmed in Culture Mile spaces is improved	Stakeholder surveys Project evaluation	Nov 2019

Appendix 5: Programme of activity

Project	Location	Start Date	End Date	Duration
Smithfield Rotunda Garden Summer Installation and Power Supply	West Smithfield	May 2019	Sep 2019	4 months (plus permanent event power supply)
Sound Installations	West Smithfield, Charter House, Salters' Garden and Culture Mile area	May 2019	Aug 2019	3 months (plus permanent 'Musicity' commissions available digitally)
City Parklets	St. Martin's Le Grand	Jun 2019	Sep 2019	4 months
Technical Manual	Guidance document	Jun 2019	Dec 2019	6 months (guidance document delivered at end)
Branding in the Public Realm	Guidance document	Apr 2019	Oct 2019	6 months (guidance document delivered at end)
Culture Mile North South Connections	Between Millennium Bridge/St Paul's and the Culture Mile area	Nov 2019	Apr 2020	3 - 6 months
Maintenance	Culture Mile Look and Feel Experiments locations	May 2019	Apr 2020	12 months
Research and Development work	Curatorial work and programme planning	Apr 2019	Sep 2019 / Mar 2020	6 - 12 months