

Committees: Streets and Walkways Sub – For decision Projects Sub – For decision Open Spaces Committee - For information	Dates: 29 April 2021 17 May 2021 27 April 2021
Subject: City Cluster Area – Activation and Engagement programme Unique Project Identifier: City Cluster Vision Phase one – 12072	Gateway 3: Outline Options Appraisal (Regular)
Report of: Director of the Built Environment Report Author: Maria Herrera – City Public Realm	For Decision
PUBLIC	

1. Status update	<p>Project Description: The implementation of the City Cluster area delivery plan is divided between three programmes focused on 1) pedestrian priority and traffic reduction, 2) well-being and climate change resilience and 3) activation and engagement. Each programme will deliver complementary improvements, in response to the highest priorities in the area, and are being developed in close collaboration with local stakeholders.</p> <p>This report sets out the details for an outline proposal of Programme 3 – Activation and Engagement, which is proposed to be taken forward to the next Gateway (4/5).</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): £200-£300k for the delivery of the programme on an annual basis initially over 3 years. Since the previous report, the programme has been substantially developed in collaboration with stakeholders. This revised scope takes into account the deliverables within the City’s Recovery Taskforce actions.</p> <p>Change in Total Estimated Cost of Project (excluding risk): £210k for the delivery of the programme, as reported in the previous programme report (July 2020).</p> <p>Spend to Date: £111,905 as part of the City Cluster Vision Phase 1 report (approved in July 2019) which also included development of elements within the other two programmes and overall programme coordination. This report will create</p>
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	<p>a separate budget for programme 3 to manage the programme independently.</p> <p>Funding Source: For the overall programme over the next 3 years, Section 106 contributions are secured to reach the next Gateway and deliver an initial set of activations this summer. External sponsorship is being explored as the primary funding source. Additional funding opportunities will also be discussed in consultation with the Chamberlain.</p> <p>Costed Risk Provision Utilised: NA</p> <p>Slippage: As a result of the pandemic and lockdown restrictions, the development of the programme was delayed until more certainty was provided in relation to restrictions and recovery plans.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 4/5</p> <p>Detailed Options Appraisal and authority to start work</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Develop a detailed programme and agree priorities with EC Business Partnership, other stakeholder groups and the Cultural Programming and Partnerships team. • Develop a detailed funding strategy for the implementation of the programme, both medium and large scale. • Produce a management and governance plan for the proposed initiatives, alongside a communication strategy. • Submit a Gateway 4/5 report to committees in July 2021. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. To note an increase in the estimated programme budget specifically to address City recovery “Vibrant Offer” recommendations. The programme cost range is estimated to be £200-£300k, for the delivery of the programme on an annual basis, initially over 3 years. 2. To note that the overall programme budget will be substantially funded by external sponsorship. The exact budget is subject to the level of external funding which is to be confirmed at the next Gateway. 3. That planning for large and medium scale activation programmes (Option 1 and 2) be continued, with detailed options to be presented at Gateway 4-5. 4. That a budget of £68,000 (£20k staff costs and £48k fees) from the Section 106 Agreement from the

Pinnacle is approved to reach the next Gateway and to deliver events to support City's Recovery in summer 2021.

3. Resource requirements to reach next Gateway

Table 1: Budget required for Programme 3– Engagement and Activation to reach the next gateway approval.	
Description	Resources required to reach next Gateway (£)
P&T Staff Costs	18,000
Open Spaces Staff Costs	2,000
Fees to include; <ul style="list-style-type: none"> • Development of programme to next gateway • Implementation of activations in summer 2021 in partnership with Sculpture in the City and CoL outdoor events programme. 	48,000
TOTAL	68,000

Costed Risk Provision requested for this Gateway: No risk provision is required at this stage.

4. Overview of project options

The Activation and Engagement programme objectives are as follows:

- To contribute to the creation of a pleasant street environment and welcoming destination where people can enjoy spending time outdoors.
- To support businesses and build upon the areas existing cultural offer.
- To develop the area as a vibrant destination, for both workers and visitors, and aid the City's recovery.

Delivery of these objectives will be framed around the following themes:

- Urban greening and healthy spaces
- Business support and cultural partnerships
- Place activation and installations

This programme will deliver on the aims of the City Cluster Vision, the Cultural Strategy (2018-2022), the Commerce and Culture task force and the Recovery task Force and has been developed in collaboration with the EC Business

Partnership and the City's Cultural Programming and Partnerships Team.

This programme delivers on the activities identified in the Recovery Task Force and will focus on the following headline workstream:

Vibrant Offer (leisure offer i.e. retail, hospitality, culture, tourism and recreation)

Activities:

- Deliver activities and events that foster a sense of inclusion and shift perceptions around belonging in the City.
- Deliver marketing targeting the City's and London's workforce, fostering inclusion and celebrating the "Unseen City", while encouraging participation in leisure activities outside of work hours.
- Deliver outdoor fitness and leisure initiatives that contribute to the physical and mental wellbeing of the City's workforce.
- Deliver bold event programming to include major weekend and night-time events that respond to shifting work patterns and potential low-use periods; support with community-led content.
- Deliver marketing activity to drive domestic and London audiences to the City.

Project Options:

The programme proposal will promote the area as a vibrant and welcoming place for all, bringing the uniqueness of the area's history, buildings and public realm under a programme of activation and engagement to aid the return of workers and visitors. Interventions will focus on promoting health, culture and outdoor activities with the aim of supporting the area as a destination.

Two options are presented in this report, with medium-larger scale programmes to be developed further and presented at the next Gateway:

Option 1: larger scale programme

To develop a detailed 3-year programme of activities and events to meet the programme objectives and Recovery Taskforce aims, in partnership with local stakeholders, up to a value of £300k per year.

This option will include a wide range of activities and installations, (compared to option 2) and will be focussed on encouraging outdoor activities and supporting businesses to aid the City's recovery. It will also establish the area as a destination, drawing upon the already

	<p>established Sculpture in the City project. An outline description of the proposed interventions is contained within Appendix 2.</p> <p>Option 2: medium scale programme To develop a detailed 3-year programme of activities up to a value of £200k per year. This reduced scope will limit the range and frequency of activities and interventions. Officers will work with local businesses to ensure priorities are agreed and the scope is adjusted in line with available funding.</p> <p>The programme scope for subsequent years will be developed taking on board learned experiences from the initial programme, along with the aim of establishing a long-term external funding strategy.</p>
<p>5. Recommendations</p>	<ol style="list-style-type: none"> 1. To note an increase in the estimated programme budget specifically to address City recovery “Vibrant Offer” recommendations and following positive engagement with local businesses and partners. Based on the above, the programme cost range is estimated to be £200-£300k, for the delivery of the programme on an annual basis initially over 3 years. 2. To note that the overall programme budget will be substantially funded by external sponsorship. The exact budget is subject to the level of external funding which is to be confirmed at the next Gateway. 3. That planning for large and medium scale activation programmes (Option 1 and 2) be continued, with detailed options to be presented at Gateway 4-5. 4. That a budget of £68,000 (£20k staff costs and £48k fees) from the Section 106 Agreement from the Pinnacle is approved to reach the next Gateway and to deliver events to support City’s Recovery in summer 2021.
<p>5. Risk</p>	<p>The risks associated with developing the programme are low. Officers will evaluate options that will respond to the needs of local stakeholders and in line with Corporate priorities.</p> <p>For top risks please refer to the Options appraisal</p>
<p>6. Procurement approach</p>	<p>In order to reach the next Gateway, external consultants will be appointed to help develop the detail of the</p>

	<p>programme and this procurement will be carried out in line with the City's procurement guidelines for projects.</p> <p>The delivery of the initial measures this summer will be undertaken in partnership with Sculpture in the City project and the City's Cultural Programming and Partnerships Team.</p>
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Appendices

Appendix 1	Options appraisal matrix
Appendix 2	Outline proposal: Example annual programme of activities

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Appendix 1. Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1 – large scale programme</i>	<i>Option 2 - medium scale programme</i>
1. Brief description of option	<p>The project proposes developing a detailed 3-year programme of activities and events, in partnership with local stakeholders and the City's Cultural Programming and Partnerships Team, focussed on encouraging outdoor activities, promoting the City's streets and open spaces, and supporting businesses to aid the City's recovery.</p> <p>An outline of the types of interventions is set out in the Appendix 2. The programme will include projects which help to develop a tangible identity and trial ideas for green interventions and place activation.</p>	As Option 1, but with fewer activities and events to fit within lower budget.
2. Scope and exclusions	Activities and events will take place on both public and private land, in collaboration with the EC Partnership and stakeholders. The City Cluster includes large publicly accessible spaces many of which are privately owned, including rooftop spaces which are part of the area's unique offer.	As Option 1
<i>Project Planning</i>		
3. Programme and key dates	Programme to be developed and implemented over a period of 3 years. Subsequent years will be dependent on funding and a review of requirements and benefits. A robust evaluation criteria and consultation strategy will be prepared in order to ensure the programme has delivered	As Option 1

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme						
	<p>on the objectives set out the City's Recovery Task Forces and the EC Partnership's aspirations.</p> <p>The monitoring strategy will ensure activities respond to feedback and demand from users, as the City's recovery continues.</p> <ul style="list-style-type: none"> • Develop detailed programme and funding strategy, in collaboration with the EC Partnership and the City's Cultural Programming and Partnerships Team, with funding bids submitted as required – May – June 2021 • Produce detailed cost estimates for the proposed initiatives – June 2021 • Submit Gateway 4/5 report to committees - July 2021 • Deliver initial measures and activities – summer 2021, subsequent activities to follow. • Establish communication strategy to monitor programme; feedback to be prepared on an annual basis. 							
<p>4. Risk implications</p>	<p>Overall project option risk: Low</p> <p>The top risks are as follows:</p> <table border="1" data-bbox="562 1201 1585 1425"> <thead> <tr> <th data-bbox="562 1201 790 1241">Risk</th> <th data-bbox="790 1201 1167 1241">Description</th> <th data-bbox="1167 1201 1585 1241">Response</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 1241 790 1425">Funding is not secured.</td> <td data-bbox="790 1241 1167 1425">It is anticipated that many of the interventions will be externally funded by the EC partnership and</td> <td data-bbox="1167 1241 1585 1425">Section 106 contributions have been identified to reach the next gateway and deliver initial quick-win</td> </tr> </tbody> </table>	Risk	Description	Response	Funding is not secured.	It is anticipated that many of the interventions will be externally funded by the EC partnership and	Section 106 contributions have been identified to reach the next gateway and deliver initial quick-win	As Option 1
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Funding is not secured.	It is anticipated that many of the interventions will be externally funded by the EC partnership and	Section 106 contributions have been identified to reach the next gateway and deliver initial quick-win						

Option Summary	Option 1 – large scale programme			Option 2 - medium scale programme
		<p>other stakeholders. Other potential funding sources will also be investigated.</p>	<p>activities this summer to aid the City's recovery.</p> <p>A funding strategy will be developed ahead of next gateway in liaison with the Chamberlains department.</p>	
	<p>Construction activity limits the ability to create a welcoming and pleasant environment</p>	<p>This is recognised as a risk and has been mentioned in various perception surveys about the area.</p> <p>It is expected that construction activity in the area will continue for several years to come.</p>	<p>Temporary interventions can help to rebalance the street environment and create a positive feeling in those streets where development impacts are felt. Interventions will be targeted that help to counterbalance the negative impacts of construction.</p> <p>Opportunities will be sought to collaborate with developers to enhance the areas around development sites and make use of temporary street closures - for example Billiter street and Creechurch lane</p>	

Option Summary	Option 1 – large scale programme			Option 2 - medium scale programme
			parklets – useful trial for longer term transformation.	
	<u>Covid-19 risks:</u> Delivery plan requires changes	The development of the programme will be adapted to the evolving situation, including guidelines and emerging response stemming from the health emergency.	The situation is being monitored and the scope of the projects will be evaluated to ensure projects comply with new guidelines and response strategy.	
	Implementation of projects is delayed		Projects are primarily considered in outdoor spaces in response to government's advice.	
5. Stakeholders and consultees	<p>The programme is to be developed in close consultation with local stakeholder groups and City officers from various departments. The EC Partnership will play a key part in the development and prioritisation of projects.</p> <p>Regular engagement with the EC Partnership and other stakeholder groups is already taking place.</p>			Same as Option 1
6. Benefits of option	The Activation and Engagement programme will help to improve the vibrancy of the area and support its dynamic environment. It will focus on establishing a network of collaboration between stakeholders, cultural			The programme scope offers a high degree of flexibility in terms of scaling down the scope to fit a reduced

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	<p>institutions and CoL, in order to deliver an ongoing programme of activities in the short-medium term.</p> <p>The programme will be aimed at a diverse range of users including visitors, workers and residents. The cultural events will foster social connections and re-define the use of public/private spaces for social benefit. The consideration of measures to support the weekend and night-time economy will ensure the area is attractive beyond the working week.</p> <p>A focussed strategy of activation and engagement provides certainty to businesses and stakeholders and secures interest (financial and cultural) with the long-term aim of creating a well-known destination and identity for the City Cluster.</p> <p>The table below includes an example of the types of activities and events be delivered over a 12-month period, with the flexibility of scaling up or down as interest is gathered and regular feedback obtained. With this approach, the intention is to establish a continuous loop of consultation which will inform and enrich the programme as it evolves. This platform could also support the consultation on other projects within the area.</p> <p>List examples of events and activities against themes, with further detail provided in Appendix 2:</p> <table border="1" data-bbox="562 1236 1527 1351"> <thead> <tr> <th data-bbox="562 1236 916 1273">Theme</th> <th data-bbox="916 1236 1527 1273">Types of activities and events</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 1273 916 1351">Urban greening and healthy spaces</td> <td data-bbox="916 1273 1527 1351"> <ul style="list-style-type: none"> • Outdoor exercise classes and walking trails </td> </tr> </tbody> </table>	Theme	Types of activities and events	Urban greening and healthy spaces	<ul style="list-style-type: none"> • Outdoor exercise classes and walking trails 	<p>budget. This would be reflected in a reduced number of activities and therefore less impact.</p> <p>The themes would remain similar as per Option 1, but the frequency, number and type of activities would be reduced</p>
Theme	Types of activities and events					
Urban greening and healthy spaces	<ul style="list-style-type: none"> • Outdoor exercise classes and walking trails 					

Option Summary	Option 1 – large scale programme		Option 2 - medium scale programme
		<ul style="list-style-type: none"> • Temporary and medium-term greening improvements and meanwhile uses. 	
	Business support and cultural partnerships	<ul style="list-style-type: none"> • Tours and educational events in association with Sculpture in the City • Food markets • Moveable tables and chairs or deckchairs in association with retail areas or events. • Architecture guide tours • Gallery partnerships 	
	Place activation and installations	<ul style="list-style-type: none"> • Community-focussed art installations • Music events, including silent disco and rooftop activation in partnership with cultural institutions. 	
<p>The programme activities will be prioritised in consultation with local stakeholders and the EC Partnership, and informed by the available funding to match large-medium scale options. Initial consultation with businesses and the objectives of the Recovery Taskforces have informed the scope of the programme presented in this report. Particular interest has been expressed for outdoor wellbeing events and improved green infrastructure, weekend and night-time activities, and creating a unique offer informed by the site conditions, architecture and heritage.</p>			

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme
	<p>It is envisaged that the programme will be managed by CoL DBE officers and the City's Cultural Programming and Partnerships Team, working with an external consultant and in liaison with EC Partnership. A governance structure is to be agreed and presented at the next committee report in July 2021.</p>	
7. Disbenefits of option	<p>At this stage there are no disbenefits of progressing with this programme, it forms part of the City Cluster Programme of works and is in line with the desired outcomes identified through public consultation on the City Cluster Vision, as well as the aims of the Recovery Taskforce and Commerce and Culture Taskforce.</p> <p>A high impact programme will establish the area as a destination and build on the momentum of the City's wider recovery activities. This will place the area on the map for outdoor culture and activities in the short and medium term to support the economic and social recovery of the City Cluster.</p>	<p>This option will deliver fewer activities and events and will therefore not be as impactful, resulting in fewer benefits than option 1.</p>
Resource Implications		
8. Total estimated cost	£300k per year over an initial 3-year period to deliver a larger scale programme.	£200k per year over an initial 3-year period to deliver a medium scale programme.
9. Funding strategy	It is proposed that the programme be primarily funded from external sources and the EC Partnership. Some City funding (S106) is proposed	As Option 1

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme
	<p>to be used to help establish the programme. Further funding bids will also be submitted.</p> <p>A cost table of an example for a 12-month programme is contained in Appendix 2.</p> <p>A more detailed funding strategy will be included at the next gateway.</p>	
10. Investment appraisal	NA	As Option 1
11. Estimated capital value/return	NA	As Option 1
12. Ongoing revenue implications	Management, maintenance and monitoring costs will be included within the programme budget. Including maintenance for soft landscaping and security elements, if required.	As Option 1
13. Affordability	<p>External funding is yet to be confirmed and is subject to a forthcoming bid to be submitted by the EC Partnership.</p> <p>Other funding sources are also being investigated and will be reported at the next Gateway report in July 2021.</p>	As Option 1
14. Legal implications	Legal agreements are likely to be required for some of the initiatives within the project, particularly if located on private land. Details of these will be reported at the next gateway.	As Option 1

<i>Option Summary</i>	<i>Option 1 – large scale programme</i>	<i>Option 2 - medium scale programme</i>
15. Corporate property implications	None	As Option 1
16. Traffic implications	None	As Option 1
17. Sustainability and energy implications	N/A	As Option 1
18. IS implications	N/A	As Option 1
19. Equality Impact Assessment	<p>The programme of works will deliver accessible and welcoming spaces for all user groups and provide areas where people can spend time outside their workplace environment.</p> <p>A diverse offer is proposed in response to a wide range of users and age groups. The key objective is for the content of the programme to shift the perception of the City towards an inclusive and welcoming part of London, open to all.</p> <p>Weekend, daytime and evening-time activities have been included in response to the surveys undertaken to date by CoL Recovery Task Forces.</p> <p>The spaces, public and private, which are being considered are fully accessible, the majority being at street level.</p>	As Option 1

<i>Option Summary</i>	<i>Option 1 – large scale programme</i>	<i>Option 2 - medium scale programme</i>
	Equality assessments for individual projects/activities will be undertaken at the next stage in consultation with consultants and DBE Access officers.	
20. Data Protection Impact Assessment	N/A	As Option 1
21. Recommendation	That planning for larger and medium scale activation programmes (Option 1 and 2) be continued, with detailed options and funding strategy to be presented at Gateway 4-5.	
	<i>Recommended</i>	<i>Recommended.</i>