

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

|                         |   |
|-------------------------|---|
| <b>1. Status update</b> | <p><b>Project Description:</b> 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 <b>Programme 3 – Activation and Engagement</b>, which is proposed to be taken forward to the next Gateway (4/5).</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Low</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £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><b>Change in Total Estimated Cost of Project (excluding risk):</b> £210k for the delivery of the programme, as reported in the previous programme report (July 2020).</p> <p><b>Spend to Date:</b> £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> |
|-------------------------|---|

|   |  |
|---|--|
|   | <p>a separate budget for programme 3 to manage the programme independently.</p> <p><b>Funding Source:</b> 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><b>Costed Risk Provision Utilised:</b> NA</p> <p><b>Slippage:</b> 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><b>2. Next steps and requested decisions</b></p> | <p><b>Next Gateway:</b> Gateway 4/5</p> <p>Detailed Options Appraisal and authority to start work</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Develop a detailed programme and agree priorities with EC Business Partnership, other stakeholder groups and the Cultural Programming and Partnerships team.</li> <li>• Develop a detailed funding strategy for the implementation of the programme, both medium and large scale.</li> <li>• Produce a management and governance plan for the proposed initiatives, alongside a communication strategy.</li> <li>• Submit a Gateway 4/5 report to committees in July 2021.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>4. That a budget of £68,000 (£20k staff costs and £48k fees) from the Section 106 Agreement from the</li> </ol> |

|   | <p>Pinnacle is approved to reach the next Gateway and to deliver events to support City's Recovery in summer 2021.</p>  |  |  |             |  |                 |        |                         |       |   |        |              |               |
|---|---|--|--|-------------|--|-----------------|--------|-------------------------|-------|---|--------|--------------|---------------|
| <p><b>3. Resource requirements to reach next Gateway</b></p>  | <table border="1" data-bbox="624 376 1409 1122"> <tr> <td colspan="2" data-bbox="624 376 1409 488"> <p><b>Table 1:</b> Budget required for <i>Programme 3– Engagement and Activation</i> to reach the next gateway approval.</p> </td> </tr> <tr> <th data-bbox="624 488 1043 600">Description</th> <th data-bbox="1043 488 1409 600">Resources required to reach next Gateway (£)</th> </tr> <tr> <td data-bbox="624 600 1043 640">P&amp;T Staff Costs</td> <td data-bbox="1043 600 1409 640">18,000</td> </tr> <tr> <td data-bbox="624 640 1043 680">Open Spaces Staff Costs</td> <td data-bbox="1043 640 1409 680">2,000</td> </tr> <tr> <td data-bbox="624 680 1043 1048">           Fees to include;           <ul style="list-style-type: none"> <li>• Development of programme to next gateway</li> <li>• Implementation of activations in summer 2021 in partnership with Sculpture in the City and CoL outdoor events programme.</li> </ul> </td> <td data-bbox="1043 680 1409 1048">48,000</td> </tr> <tr> <td data-bbox="624 1048 1043 1122" style="text-align: center;"><b>TOTAL</b></td> <td data-bbox="1043 1048 1409 1122" style="text-align: center;"><b>68,000</b></td> </tr> </table> <p data-bbox="624 1160 1481 1234"><b>Costed Risk Provision requested for this Gateway:</b> No risk provision is required at this stage.</p> | <p><b>Table 1:</b> Budget required for <i>Programme 3– Engagement and Activation</i> to reach the next gateway approval.</p> |  | 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"> <li>• Development of programme to next gateway</li> <li>• Implementation of activations in summer 2021 in partnership with Sculpture in the City and CoL outdoor events programme.</li> </ul> | 48,000 | <b>TOTAL</b> | <b>68,000</b> |
| <p><b>Table 1:</b> Budget required for <i>Programme 3– Engagement and Activation</i> to reach the next gateway approval.</p>  |   |  |  |             |  |                 |        |                         |       |   |        |              |               |
| 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"> <li>• Development of programme to next gateway</li> <li>• Implementation of activations in summer 2021 in partnership with Sculpture in the City and CoL outdoor events programme.</li> </ul> | 48,000  |  |  |             |  |                 |        |                         |       |   |        |              |               |
| <b>TOTAL</b>  | <b>68,000</b>   |  |  |             |  |                 |        |                         |       |   |        |              |               |
| <p><b>4. Overview of project options</b></p>  | <p>The Activation and Engagement programme objectives are as follows:</p> <ul style="list-style-type: none"> <li>• To contribute to the creation of a pleasant street environment and welcoming destination where people can enjoy spending time outdoors.</li> <li>• To support businesses and build upon the areas existing cultural offer.</li> <li>• To develop the area as a vibrant destination, for both workers and visitors, and aid the City's recovery.</li> </ul> <p>Delivery of these objectives will be framed around the following themes:</p> <ul style="list-style-type: none"> <li>• Urban greening and healthy spaces</li> <li>• Business support and cultural partnerships</li> <li>• Place activation and installations</li> </ul> <p>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</p>  |  |  |             |  |                 |        |                         |       |   |        |              |               |

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

|                                  |  |
|----------------------------------|--|
|                                  | <p>the area as a destination, drawing upon the already established Sculpture in the City project. An outline description of the proposed interventions is contained within Appendix 2.</p> <p><b>Option 2: medium scale programme</b><br/> 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><b>5. Recommendations</b></p> | <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol> |
| <p><b>5. Risk</b></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><b>6. Procurement approach</b></p> | <p>In order to reach the next Gateway, external consultants will be appointed to help develop the detail of the 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> |
|---------------------------------------|---|

**Appendices**

|                          |   |
|--------------------------|---|
| <p><b>Appendix 1</b></p> | <p>Options appraisal matrix</p>                                 |
| <p><b>Appendix 2</b></p> | <p>Outline proposal: Example annual programme of activities</p> |

**Contact**

|                                |  |
|--------------------------------|--|
| <p><b>Report Author</b></p>    | <p>Maria Herrera</p>                     |
| <p><b>Email Address</b></p>    | <p>Maria.herrera@cityoflondon.gov.uk</p> |
| <p><b>Telephone Number</b></p> | <p>020 7332 3132</p>                     |