

## Appendix 1. Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1 – large scale programme</i>	<i>Option 2 - medium scale programme</i>
<b>1. Brief description of option</b>	<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.
<b>2. Scope and exclusions</b>	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
<b><i>Project Planning</i></b>		
<b>3. Programme and key dates</b>	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

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	<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"> <li>• 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</li> <li>• Produce detailed cost estimates for the proposed initiatives – June 2021</li> <li>• Submit Gateway 4/5 report to committees - July 2021</li> <li>• Deliver initial measures and activities – summer 2021, subsequent activities to follow.</li> <li>• Establish communication strategy to monitor programme; feedback to be prepared on an annual basis.</li> </ul>							
<p><b>4. Risk implications</b></p>	<p>Overall project option risk: Low</p> <p>The top risks are as follows:</p> <table border="1" data-bbox="562 1187 1585 1410"> <thead> <tr> <th data-bbox="562 1187 790 1225">Risk</th> <th data-bbox="790 1187 1167 1225">Description</th> <th data-bbox="1167 1187 1585 1225">Response</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 1225 790 1410">Funding is not secured.</td> <td data-bbox="790 1225 1167 1410">It is anticipated that many of the interventions will be externally funded by the EC partnership and</td> <td data-bbox="1167 1225 1585 1410">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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		<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>	

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			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.	
<b>5. Stakeholders and consultees</b>	<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
<b>6. Benefits of option</b>	<p>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</p>			<p>The programme scope offers a high degree of flexibility in terms of scaling down the scope to fit a reduced</p>

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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 1238 1527 1351"> <thead> <tr> <th data-bbox="562 1238 916 1273"><b>Theme</b></th> <th data-bbox="916 1238 1527 1273"><b>Types of activities and events</b></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"> <li>• Outdoor exercise classes and walking trails</li> </ul> </td> </tr> </tbody> </table>	<b>Theme</b>	<b>Types of activities and events</b>	Urban greening and healthy spaces	<ul style="list-style-type: none"> <li>• Outdoor exercise classes and walking trails</li> </ul>	<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>
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Urban greening and healthy spaces	<ul style="list-style-type: none"> <li>• Outdoor exercise classes and walking trails</li> </ul>					

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		<ul style="list-style-type: none"> <li>• Temporary and medium-term greening improvements and meanwhile uses.</li> </ul>	
	Business support and cultural partnerships	<ul style="list-style-type: none"> <li>• Tours and educational events in association with Sculpture in the City</li> <li>• Food markets</li> <li>• Moveable tables and chairs or deckchairs in association with retail areas or events.</li> <li>• Architecture guide tours</li> <li>• Gallery partnerships</li> </ul>	
	Place activation and installations	<ul style="list-style-type: none"> <li>• Community-focussed art installations</li> <li>• Music events, including silent disco and rooftop activation in partnership with cultural institutions.</li> </ul>	
<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>			

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	<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>	
<b>7. Disbenefits of option</b>	<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>
<b>Resource Implications</b>		
<b>8. Total estimated cost</b>	<p>£300k per year over an initial 3-year period to deliver a larger scale programme.</p>	<p>£200k per year over an initial 3-year period to deliver a medium scale programme.</p>
<b>9. Funding strategy</b>	<p>It is proposed that the programme be primarily funded from external sources and the EC Partnership. Some City funding (S106) is proposed</p>	<p>As Option 1</p>

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	<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>	
<b>10. Investment appraisal</b>	NA	As Option 1
<b>11. Estimated capital value/return</b>	NA	As Option 1
<b>12. Ongoing revenue implications</b>	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
<b>13. Affordability</b>	<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
<b>14. Legal implications</b>	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



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<b>15. Corporate property implications</b>	None	As Option 1
<b>16. Traffic implications</b>	None	As Option 1
<b>17. Sustainability and energy implications</b>	N/A	As Option 1
<b>18. IS implications</b>	N/A	As Option 1
<b>19. Equality Impact Assessment</b>	<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

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	Equality assessments for individual projects/activities will be undertaken at the next stage in consultation with consultants and DBE Access officers.	
<b>20. Data Protection Impact Assessment</b>	N/A	As Option 1
<b>21. Recommendation</b>	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>