



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 24 NOVEMBER 2014  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Vivienne Littlechild (Chairman)	Sylvia Moys
John Scott (Deputy Chairman)	Barbara Newman
Deputy Ken Ayers	Deputy John Owen-Ward
Mark Boleat	Graham Packham
Deputy Michael Cassidy	Ann Pembroke
Dennis Cotgrove	Henrika Priest
Deputy Billy Dove	Judith Pleasance
Deputy Anthony Eskenzi	Emma Price
Kevin Everett	Deputy Gerald Pulman
Lucy Frew	Stephen Quilter
Alderman Sir Roger Gifford	Deputy Richard Regan OBE
Deputy the Revd Stephen Haines	Delis Regis
Tom Hoffman	Alderman William Russell
Wendy Hyde	Deputy Dr Giles Shilson
Jamie Ingham Clark	Mark Wheatley
Deputy Alastair King	Alderman David Graves (Ex-Officio Member)
Paul Martinelli	Deputy John Tomlinson (Ex-Officio Member)
Jeremy Mayhew	

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Lunch will be served in Guildhall Club at 1PM  
**NB: Part of this meeting could be the subject of audio video recording**

John Barradell  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To approve the public minutes of the meeting held on 27 October 2014  

**For Decision**  
(Pages 1 - 8)
4. **RISK MANAGEMENT STRATEGY**  
Report of the Chamberlain  

**For Information**  
(Pages 9 - 44)
5. **REVENUE AND CAPITAL BUDGETS**  
Report of the Chamberlain and Director of Culture, Heritage and Libraries  

**For Decision**  
(Pages 45 - 58)
6. **PUBLIC RELATIONS OFFICE - ANNUAL UPDATE**  
Report of the Director of Public Relations  

**For Information**  
(Pages 59 - 66)
7. **BUSINESS PLAN 2014/15 - QUARTER 2 - MONITORING REVIEW**  
Report of the Director of Culture, Heritage and Libraries  

**For Decision**  
(Pages 67 - 88)
8. **ANIMATING GUILDHALL YARD: A PROPOSAL FOR ENHANCED PUBLIC USE**  
Report of the Director of Culture, Heritage and Libraries  

*The recommendations in this report were endorsed by the Hospitality Working Party on 21 October 2014. The report will be presented to the Corporate Asset Sub Committee on 21 November 2014 (an update will be provided at the meeting) and the Policy and Resources Committee on 11 December 2014.*

**For Decision**  
(Pages 89 - 100)

9. **LONDON METROPOLITAN ARCHIVES: THE 'SPEAK OUT LONDON - DIVERSITY CITY GRANT AWARD'**  
Report of the Director of Culture, Heritage and Libraries

**For Information**  
(Pages 101 - 104)

10. **REPLACEMENT OF HIGH LEVEL WALKWAY ROOF COVERINGS INCLUDING NEW INSULATION AND REPLACE/REPAIR OF NORTH AND SOUTH TOWER ROOFS - TOWER BRIDGE - GATEWAYS 1&2 - PROJECT PROPOSAL**  
Report of the City Surveyor

**For Decision**  
(Pages 105 - 110)

11. **BARBICAN AND COMMUNITY LIBRARIES CUSTOMER SURVEY**  
Report of the Director of Culture, Heritage and Libraries

**For Information**  
(Pages 111 - 118)

12. **KEATS FOUNDATION REPRESENTATION**  
Report of the Director of Culture, Heritage and Libraries

**For Decision**  
(Pages 119 - 120)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

15. **EXCLUSION OF THE PUBLIC**  
MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

**For Decision**

#### **Part 2 - Non-public Agenda**

16. **NON PUBLIC MINUTES**  
To approve the non-public minutes of the meeting held on 27<sup>th</sup> October 2014

**For Decision**  
(Pages 121 - 122)

17. **FUNDING OF KEATS HOUSE INTERPRETATION PROJECT**  
Report of the Director of Culture, Heritage and Libraries

**For Decision**  
(Pages 123 - 126)

18. **GUILDHALL ART GALLERY REFURBISHMENT AND GALLERY RE-HANG - 28 JULY 2014 TO 9 JANUARY 2015**  
Report of the Director of Culture, Heritage and Libraries  

**For Decision**  
(Pages 127 - 136)
19. **TOWER BRIDGE AND MONUMENT PERFORMANCE REPORT - APRIL TO SEPTEMBER 2014**  
Report of the Director of Culture, Heritage and Libraries  

**For Information**  
(Pages 137 - 144)
20. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 27 October 2014

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 27 October 2014 at 11.30 am

### Present

#### Members:

Vivienne Littlechild (Chairman)	Jeremy Mayhew
Mark Boleat	Sylvia Moys
Dennis Cotgrove	Barbara Newman
Deputy Billy Dove	Graham Packham
Kevin Everett	Ann Pembroke
Lucy Frew	Henrika Priest
Alderman Sir Roger Gifford	Judith Pleasance
Tom Hoffman	Stephen Quilter
Jamie Ingham Clark	Deputy Richard Regan OBE
Deputy Alastair King	Deputy Dr Giles Shilson
Paul Martinelli	Deputy John Tomlinson (Ex-Officio Member)

#### Officers:

Simon Murrells	Assistant Town Clerk
Neil Davies	Town Clerk's Department
Philippa Sewell	Town Clerk's Department
Mark Jarvis	Chamberlain's Department
Steven Chandler	City Surveyor's Department
David Pearson	Director of Culture, Heritage and Libraries
Nick Bodger	Culture, Heritage and Libraries Department
Geoff Pick	Culture, Heritage and Libraries Department
David Wight	Culture, Heritage and Libraries
Emma McGovern	Culture, Heritage and Libraries Department
Margaret Jackson	Culture, Heritage and Libraries Department
Abigail Pogson	Spitalfields Music

#### 1. APOLOGIES

Apologies for absence were received from the Deputy Chairman John Scott, Alderman William Russell, Alderman David Graves, Deputy the Revd Stephen Haines, Wendy Hyde, Deputy John Owen-Ward, Emma Price, Deputy Gerald Pulman, Delis Regis, and Mark Wheatley.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Sylvia Moys declared a non pecuniary interest in item 10 by virtue of her membership of the Art Fund, and in item 15 as a supporter of Spitalfields Music.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 14 July 2014 be approved.

4. **RESOLUTION FROM THE PLANNING AND TRANSPORTATION COMMITTEE**

The Committee received a resolution from the Planning and Transportation Committee regarding the review of guidelines for special events on the public highway.

**RESOLVED** – That the resolution be noted.

5. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2014-15 - QUARTER 1 - MONITORING REPORT**

The Committee received a report of the Director of Culture, Heritage and Libraries which provided an update on the progress made in Quarter 1 (April – June 2014) against the Business Plan.

A Member asked about the visitor trail app, and officers reported that this was launched in March and was available on the Apple App Store or Google Play. Members queried the work undertaken during October to address the water ingress on the lower ground floor of Guildhall Libraries; it was noted that an asbestos survey was being carried out before any further repairs were undertaken and officers undertook to circulate an update electronically. Members noted that an overall survey of the libraries had been completed but was not up to date, and officers undertook to circulate more details to Members electronically after the meeting.

In response to a Member's query, the Director of Culture, Heritage and Libraries advised that approximately 5% of the LMA's collection was available in full-text digital surrogate form online and a plan to digitise more material was being devised. In response to a follow up question, the Director confirmed that a major strand of this strategy focussed on partnership working.

**RESOLVED** – That:

- (a) The report be noted; and
- (b) Officers circulate information regarding past surveys and current works to address water ingress in the Guildhall Libraries.

6. **KEATS HOUSE: TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2014**

The Committee received a joint report of the Chamberlain and the Director of Culture, Heritage and Libraries regarding the Keats House Trustees Annual Report and Financial Statements for the year ended 31 March 2014.

**RESOLVED** – That the report be noted.

7. **CITY CORPORATION SUPPORT FOR THE 800TH ANNIVERSARY OF MAGNA CARTA**

The Committee received a joint report of the Director of Public Relations and the Director of Culture, Heritage and Libraries regarding the activities marking the 800<sup>th</sup> anniversary of the sealing of the Magna Carta in 1215. Members discussed the Corporation's copy from 1297 and its visibility during the Lord Mayor's procession, and noted that work was underway to install cameras to display it more clearly on screens.

**RESOLVED** – That the report be received.

8. **REQUEST FOR SUPPORT: FEASIBILITY STUDY FOR A GREAT FIRE OF LONDON PUBLIC SPECTACULAR**

The Committee received a report of the Director of Culture, Heritage and Libraries regarding funding approved by the Policy and Resources Committee to commission Artichoke to undertake a feasibility study to investigate the viability of delivering a major event in the City to mark the 350<sup>th</sup> anniversary of the Great Fire of London.

Members discussed the study, noting that, should viability be proven, the City Corporation would subsequently be asked to provide seed funding not exceeding £300,000, with further funds of between £1.5 and £2million being secured from other organisations.

**RESOLVED** – That the report be noted.

9. **ONE YEAR ON: A REVIEW OF THE CITY'S VISITOR STRATEGY AND ACTION PLAN 2013/17**

The Committee received a report of the Director of Culture, Heritage and Libraries regarding progress to date after just under a year of the City's Visitor Strategy being adopted.

**RESOLVED** – That the report be noted.

10. **GUILDHALL ART GALLERY ACCREDITATION RENEWAL: REQUIRED REVISIONS TO ACQUISITIONS AND DISPOSAL POLICY**

The Committee received a report of the Director of Culture, Heritage and Libraries regarding revisions to policies to renew and retain the Guildhall Art Gallery's Arts Council Museum Accreditation.

**RESOLVED** – That the recommended revisions to the Guildhall Art Gallery "Acquisitions and Disposal" Policy relating to "Use of Proceeds of Sale", as outlined in Appendix 1, be approved.

11. **CITY ARTS INITIATIVE**

The Committee received a report of the Director of Culture, Heritage and Libraries presenting the recommendations of the City Arts Initiative (CAI) which met on 7 October 2014 to consider the following:

- The Ingram Collection: *Meat Porters* by Ralph Brown
- Asia Chan-Rose: *Entry Makin*
- Mexican Embassy: *Lapidarium* by Gustavo Aceves

Members discussed the proposals, noting that the CAI had been enthusiastic about *Lapidarium* by Gustavo Aceves, but had requested further details as the finer points of the proposal were unclear.

**RESOLVED – That:**

- (a) The Ingram Collection’s application be approved in principle;
- (b) Asia Chan-Rose’s application be rejected; and
- (c) Additional information be requested regarding the Mexican Embassy’s application.

12. **CLOCKMAKERS MUSEUM**

The Committee received a report of the Director of Culture, Heritage and Libraries regarding the recent decision of the Clockmakers’ Company to move their collection to the Science Museum. Members discussed this unexpected end to the negotiations, and the Director of Culture, Heritage and Libraries confirmed that, following a letter from the Master of the Company circulated to all livery companies in July, he had written to the Master regretting the tone of his letter, clarifying the City’s position, and offering to help with any misunderstandings.

**RESOLVED – That:**

- (a) The report be noted; and
- (b) The Director of Culture, Heritage and Libraries submit a short note to the next Livery Briefing.

13. **CITY OF LONDON HERITAGE GALLERY**

The Committee received a report of the Director of Culture, Heritage and Libraries which provided an update on the opening of the City of London Heritage Gallery in September 2014.

**RESOLVED – That the report be noted.**

14. **BILLINGSGATE ROMAN BATH HOUSE - PROGRESS REPORT**

The Committee received a report of the City Surveyor advising Members of the completion of the new utilitarian walkway over the scheduled monument in the Roman Bath House viewing chamber.

**RESOLVED – That:**

- (a) The Capital/HLF project create a fully functioning historical attraction to be closed; and
- (b) The proposal to create a fully functioning historical attraction be re-evaluated in three to five years’ time.



15. **SPITALFIELDS MUSIC GRANT FROM THE CITY OF LONDON CORPORATION**

The Committee received a report of the Director of Culture, Heritage and Libraries regarding the grant, last renewed in 2012, sought by Spitalfields Music for 2016-18. Members discussed the relationship between the Corporation and Spitalfields Music, noting that the two worked very closely together in the organisation of the annual music festivals.

**RESOLVED** – That a recommendation be made to the Finance Committee that the annual grant to Spitalfields Music be set at £45,000 a year for three years (2016 –2018).

16. **SERVICE BASED REVIEWS: CITY OF LONDON CORPORATION POCKET BOOK**

The Committee received a report of the Town Clerk informing Members that savings equivalent to the current budget for the Pocketbook of £17,000 (i.e. £9,000 for the Red Book and £8,000 for the Blue Book) had been agreed by the Policy and Resources Committee, and Members' views were being sought as to the future of the Pocketbook. The Assistant Town Clerk advised that should Members wish to retain the Pocket Book's production, £17,000 would need to be found from elsewhere in the Town Clerk's budget.

Members discussed the latest version of the Pocket Book, expressing their dissatisfaction in the size, typesetting and general lack of convenience. With regard to future versions Members debated various options, including a customisable Filofax version, not producing the leather sleeve, not producing a separate Aldermanic Book, and reducing paper thickness.

Members' opinions were divided as to whether the diary or governance and committee information sections were more widely used by Members, and some Members expressed a desire to phase out the pocket book completely. Members noted that the additional governance information was available as a pdf document upon request from the Town Clerk's Department, and asked that this option be publicised more widely and the pdf include bookmarks to aid ease of use.

The Chairman advised Members that the production of the Pocket Book was funded from the Town Clerk's budget, and this Committee were acting in a supervisory role. As such, she proposed that all Members of the Court of Common Council be surveyed as to the future of the Pocket Book.

**RESOLVED** – That:

- (a) The report be noted;
- (b) The pdf version of the Pocket Book information be revised to include bookmarks and publicised more widely to Members; and
- (c) A survey be circulated to all Members of the Court of Common Council regarding future production of the Pocket Book, with final wording to be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

17. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY/URGENCY PROVISION**

**RESOLVED** – That the decisions taken under urgency and delegated authority be noted.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

In response to a Member's query, officers reported that the Strategy Paper would be considered at the Committee's meeting in January 2015, and by the Court of Common Council in March 2015.

19. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

The Town Clerk advised Members that, with the agreement of the Chairman, the autumn meeting dates for 2015 were being rescheduled to ensure they were consistently spaced. In response to a Member's query, the Town Clerk confirmed that Grand Committee meetings were never double-booked, and clashing Sub Committee meetings were avoided wherever possible.

20. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Paragraph No.</u>
21-24	3
25-26	-

21. **NON PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 14 July 2014 be approved.

22. **SERVICE BASED REVIEW**

The Committee received a report of the Director of Culture, Heritage and Libraries.

23. **TOWER BRIDGE PRICING REVIEW**

The Committee received a report of the Director of Culture, Heritage and Libraries.

24. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY/URGENCY PROVISION**

**RESOLVED** – That the non-public decisions taken under urgency and delegated authority be noted.

25. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

**26. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT  
AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED  
WHILST THE PUBLIC ARE EXCLUDED**

There was one item of other business.

**The meeting ended at 1.15 pm**

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Chairman

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<b>Committee:</b>	<b>Date:</b>
Culture, Heritage & Libraries Committee	24 <sup>th</sup> November 2014
<b>Subject:</b> Risk Management Strategy	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For information</b>

## Summary

This report introduces the new Risk Management Strategy which was approved by the Audit and Risk Management Committee on 13 May 2014. All committees are receiving a similar report which provides information to Members about the new Risk Management Strategy and progress on its implementation. This report covers the Culture Heritage & Libraries Department.

In line with the Cabinet Office's Management of Risk (M\_O\_R) principles a Risk Management Strategy has been developed to provide a clearer and dynamic framework for managing organisational risks. Key changes in the Risk Management Strategy include a new framework to define risks, a new 4x4 risk scoring model, the introduction of a target risk score and a clearer route to escalate risks.

Service Committees will continue to have responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities. Chief Officers are accountable for effective risk management within their department, reporting to their relevant service Committee(s), a responsibility that cannot be delegated.

An on-line risk management system is currently being implemented which will assist in the recording, management, and dynamic reporting of risks.

The changes arising from the risk management strategy will be implemented within City of London departments and Institutions alongside the phased rollout of the risk management information system. This will be done by working with each department, beginning with the Chamberlain's.

At the request of the Audit and Risk Management Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been developed. The new programme of risk review by members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department. The Culture Heritage & Libraries Department is scheduled for 24<sup>th</sup> February 2015.

The departmental risk registers will be reviewed, and updated, in line with the new Risk Management Strategy including the adoption of the 4x4 risk scoring and introduction of a target risk score.

Recommendations:

Members are asked to

- Note the new Risk Management Strategy and plans for the phased roll-out of the strategy within departments and City of London Institutions.

## **Main Report**

### **Background**

1. In 2013 a risk management improvement plan was developed to improve and refresh the City Corporation's risk framework. An independent review of risk management was also undertaken by Zurich Municipal which further informed and strengthened the objectives set out in the improvement plan. Outcomes from the improvement plan resulted in changes to the risk framework and the creation of a Risk Management Strategy, which has replaced the risk management handbook and is in line with the terminology used commonly in other organisations as well as the Cabinet Office's Management of Risk principles. The Risk Management Strategy was approved by the Audit and Risk Management Committee on 13 May 2014.
2. Service committees have a responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented. Chief Officers are accountable for effective risk management within their department, a responsibility that cannot be delegated.

### **Risk Management Policy (Page II, Appendix 1)**

3. As part of the Risk Management Strategy a new Risk Management Policy statement was created. This is a statement of intent for risk management signed by the Chairman of Audit and Risk Management Committee and the Town Clerk.
4. An objective of the risk management policy statement is briefly to communicate the City Corporation's commitment to risk management, in order to support the realisation of its objectives, and to highlight its appetite for risk.

### **Risk Management Strategy (Appendix 1)**

5. The Risk Management Strategy builds on the previous risk management handbook providing guidance on how risk management is used and how it will operate within the City Corporation. Development of this document also fits in with the Cabinet Office's M\_O\_R principles.

6. The Strategy was developed in consultation with the officers forming the Risk Management Group and has been reviewed by Chief Officers and Members of the Audit and Risk Management Committee.
7. Service committees continue to have a responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented.
8. Key changes in the strategy include:
  - i. A clearer framework to define risks, using the Cause, Risk and Effect model (Appendix 1, Page 10).
  - ii. A new 4x4 scoring model for likelihood and impact (Appendix 1, Page 11). This brings it in line with the risk matrices for Health and Safety and City of London Police.
  - iii. The introduction of a Target Risk Score (Appendix 1, Page 22) to indicate how the Current/Net risk score will reduce further with the in-progress or planned controls. This will be the optimum score for the risk in order for it to be manageable, taking account of the resources available and the ability of the City Corporation directly to manage the risk once external factors are considered.
  - iv. A clear escalation route highlighting how risks will be raised to management boards based on the risk score or risk type (Page 16). Service committees will continue receiving top departmental risks, now set at a risk score 16 or above, on at least a quarterly basis.
  - v. Service committees can recommend departmental risks be reviewed further at the Audit and Risk Management Committee and can recommend the risks be escalated on to the Corporate Risk Register.

### **Risk Management Information System**

9. As departments are becoming more familiar with risk management, greater focus is being placed on the risk registers, which is resulting in an administrative burden due to the manual collation process involved using spreadsheets. To reduce this burden, improve consistency and significantly improve the ability to provide dynamic risk reports the City Corporation is introducing a risk management information system.
10. Some of the benefits that can be achieved from a risk management system include:
  - a. Clearer oversight of Corporate, Strategic and Operational risks;
  - b. Greater transparency and visibility of risk management;
  - c. Assurance that risk portfolios are actively managed and that risk management is robust;

- d. Improving data quality and saving time (and expense) in administering risk registers;
  - e. Behaviour changes from gathering information to interpreting what is said and improving the ability to provide business intelligence for decision making;
  - f. Easier to share and communicate risk information;
  - g. Improved reporting of risk information and usage in other areas, e.g. risk-based audits; and
  - h. Real time information with a clear audit trail.
11. In addition to the above, a risk system will also allow customised reports to be produced which can focus on specific areas of interest, for example, producing a report for the top financial risks for a particular service area. This cannot be currently achieved due to the independent nature of the risk registers on MS Excel.

### **Planned Roll out**

12. It is planned that changes arising from the risk management strategy are rolled out alongside the rollout of the risk management information system. This will ensure that information placed in the new system is refreshed and fits in line with the new risk framework. Installation of the new risk management software has commenced, with a phased roll-out now underway and due to be completed by the end of March 2015.
13. The Culture Heritage & Libraries Department has developed its risk register to cover its main functions as part of the business planning process. The key risks are brought to the Culture Heritage & Libraries Committee twice a year, or more frequently if the risks change significantly. Up until the implementation of the software planned for Quarter 4 2014/15 risk information will continue to be presented in the current format.

### **Cyclical Review of Corporate and Departmental Risks**

14. Over the last two and a half years, a structured approach to reviewing the City's strategic risks has been adopted. At the request of the Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been agreed with the Chairman of the Audit and Risk Management Committee and Chief Officers.
15. The new programme of risk review by Members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department, with the Culture Heritage & Libraries Department scheduled for 24<sup>th</sup> February 2015.



## **Conclusion**

16. The risk management framework continues to be actively reviewed to make it easier and effective in order to embed it further in the City Corporation. Service committees are an essential part of the framework to enable the City Corporation to understand and manage risks and in order to achieve the objectives set out in their respective departmental business plans.

## **Appendices**

- Appendix 1 – Risk Management Strategy

### **Paul Nagle**

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# City of London Corporation

## Risk Management Strategy

Version 2.03

Approved by the  
Audit & Risk management  
committee  
13 May 2014



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## Version History

This strategy builds on and replaces earlier versions of the risk management handbook and is intended to be a high level document that provides a framework to support the City Corporation's statutory responsibility for managing risk.

It also allows the City to further strengthen and improve its approach to risk management enhancing its ability to deliver its corporate aims and objectives successfully.

The risk management strategy sets out key objectives across a three year rolling period but will be reviewed annually to ensure it remains fit for purpose.

### Version control:

Date	Version Number	Comments
21/04/11	1.0	- Risk Management Handbook created
22/04/14	2.0	- Refreshed Risk Management Handbook and renamed as Risk Management Strategy
21/10/14	2.01	- Minor typographical changes
23/10/14	2.02	- Minor typographical changes
28/10/14	2.03	- Job title change

# **CITY OF LONDON CORPORATION'S** **RISK MANAGEMENT POLICY STATEMENT**



**THE CITY OF LONDON CORPORATION (COL) RECOGNISES AND ACCEPTS ITS RESPONSIBILITY<sup>1</sup> TO MANAGE RISKS EFFECTIVELY IN A STRUCTURED MANNER IN ORDER TO ACHIEVE ITS OBJECTIVES AND ENHANCE THE VALUE OF SERVICES PROVIDED TO THE COMMUNITY.**

**In pursuit of this policy COL has adopted a risk management strategy that captures the following key objectives:**

- Enables corporate, departmental and programme objectives to be achieved in the optimum way and to control risks and maximise opportunities which may impact on COL's success;
- COL recognises its responsibility to manage risks and support a structured and focused approach that includes risk taking in support of innovation to add value to service delivery.
- Risk management is seen as an integral element of the Corporation culture;

**These key objectives will be achieved by:**

- Establishing clear roles, responsibilities and reporting lines for risks and their controls at all levels;
- Ensuring that Members, Chief Officers, external regulators and the public at large can obtain necessary assurance that the Corporation is mitigating the risks of not achieving key priorities and managing opportunities to deliver more value to the community, and is thus complying with good corporate governance;
- Complying with relevant statutory requirements, e.g. the Bribery Act 2010, the Health and Safety at Work Act, the Local Government Act and more;
- Providing opportunities for shared learning on risk management across the Corporation and its strategic partners;
- Monitoring arrangements on an on-going basis.

## **APPETITE FOR RISK**

**City of London Corporation seeks to minimise unnecessary risk and manage residual risk to a level commensurate with its status as a public body so that:**

- The risks have been properly identified and assessed;**
- The risks will be appropriately managed, including the taking of appropriate actions and the regular review of risk(s);**

**The City of London Corporation will also positively decide to take risks in pursuit of its strategic aims where it has sufficient assurances that the potential benefits justify the level of risk to be taken.**

APPROVED BY:

Alderman Nick Anstee

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<sup>1</sup>Accounts and Audit Regulations 2011

## Chapter 1: Introduction

In a rapidly changing environment, with the effects of reduced public funding, the changing demographics and the continual demand on services, the City of London Corporation is faced with an unprecedented challenge to deliver its statutory obligations, provide high quality services, as well as manage the associated social and financial implications.

The interlocking challenges faced from budget pressures, supplier failures, security issues, and so on, has created a complex matrix of risks, all requiring some level of management.

Amongst these challenges however opportunity can also be created for those who are best placed to embrace, innovate, collaborate and manage new risks.

This strategy has been developed to provide guidance on the City's approach to managing both opportunities and threats within the business environment, and through adoption will help to create an environment which meets the needs of the City's citizens, partners and other key stakeholders.

Aligned with this we will aim to be an exemplar of good practice and we will continue to meet our statutory responsibility to have in place satisfactory arrangements for managing risks, as laid out under regulation 4 of the Accounts and Audit Regulations 2011:

**“The relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.”**

Only by active management of risks will the City of London Corporation be able to meet its corporate objectives which in turn will enhance the value of services provided to the City.

## **What is risk and risk management?**

The word 'risk' is a very common term used in everyday language and will be referred to by many professions from both the public and private sector. It is a concept which has grown from being used to describe a narrow field of risks which are to be avoided, to a wider, more holistic focussed world where importance is placed on how to manage risk rather than avoiding it.

The following definition for risk<sup>2</sup> has been adopted by the City of London Corporation:

***“The effect of uncertainty on objectives”***

Risk management is a business discipline that every working sector uses to achieve objectives in an efficient, effective and timely manner. Our risk management definition is<sup>2</sup>:

***“The systematic application of principles, approach and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses”***

<sup>2</sup>OGC: Management of Risk



## **Purpose of this strategy**

The City of London Corporation is a complex organisation, comprising a number of departments with very diverse operations. By adhering to this strategy, the City of London Corporation will be better placed to meet all its objectives in an efficient, effective and timely manner.

Every risk is linked to a business objective and this strategy will help enforce a proactive stance to managing these risks, ensuring that less time is spent reacting to situations and more time is spent taking advantage of opportunities.

Listed below are some of the benefits of successfully implementing this strategy:

- Ability to satisfy statutory requirements (under the Local Government Act 1999), government regulations (e.g. Corporate Manslaughter Act, Health and Safety at Work Act, Children's Act 2004, Care Bill 2014, and more) and compliance related matters (e.g. financial and contractual regulations, Bribery Act 2010, and more);
- Protecting and enhancing the City of London Corporation's reputation;
- Better management and partnership working with city partners, improving safeguards against financial loss and reducing chances of organisational failure;
- Increased innovation, value for money and visual improvements in service delivery;
- Improved ability to justify decisions being taken and reduced risk of mistakes, reducing complaints and improving customer satisfaction;
- Ensuring teams achieve goals and objectives, and increasing their competitiveness (against other organisations);
- Common understanding of risk management for consistency and ease of application;
- Improved assurance levels arising from audit and external inspections, providing confidence to customers that risks are being controlled;
- Effective resilience to changing environmental conditions, to protect key services.

## Chapter 2: Managing risks

### Why manage risks

Effective risk management is an on-going process with no overall end date as new risks (threats and opportunities) arise all the time.

The Corporation is fully committed to developing a culture where risk is appropriately and effectively managed for which the following benefits will be achieved:

- An increased focus on what needs to be done (and not done) to meet objectives;
- More effective allocation of resources reducing incidences of mistakes and providing greater control of costs – demonstrating value for money; Greater transparency in decision making and enhanced ability to justify actions taken;
- Improved resilience against sudden changes in the environment including, but not limited to, natural disasters and risks related to supplier failures;
- Reduction of the Corporation's insurance costs, in turn protecting the public purse;
- Improved safety for staff, partners and residents; and
- Minimised losses due to error or fraud across the Corporation.

### Choosing whether to eliminate or innovate

Innovation by its very nature involves taking risks, and as a consequence, places greater demand on all of us to ensure that those risks are well managed.

One of the key aims of risk management is to ensure that the process supports innovation, not by preventing it - but rather helping to take well thought through risks that maximise the opportunities of success.

***Good risk management is about being "risk aware" not "risk averse"!***

## Roles and Responsibilities

The City Corporation considers risk management to be an intrinsic part of the Corporation's system of corporate governance. It is recognised that for this to be effective it is vital that everybody within the Corporation understands the role they play in effective management of risk.

<b>Tier</b>	<b>Responsibility</b>
Court of Common Council	Overall accountability for risk management.
Audit and Risk Management Committee	Providing assurance to the Court on the effectiveness of the risk management framework and its application. The Chairman is the Member Risk Champion.
Service Committees	Oversee the significant risks faced by Departments in the delivery of their service responsibilities.
Chief Officers Group	Collective responsibility for management of Corporate risks.
Chief Officers Summit Group	Promoting, steering and monitoring risk management for the Corporation. The Chief Officers Summit Group oversees the strategic elements of risk management.
Business Support Director	Officer Risk Champion, promoting risk management and leading Senior Management engagement. The Business Support Director is the Chairman to the Risk Management Group and also attends the Audit and Risk Management Committee.
Risk Management Group	Promoting and embedding risk management, with key outcomes reported to the Chief Officers Summit Group. The Risk Management Group oversees the operational elements of risk management.
Head of Audit and Risk Management	Deputy Chairman of the Risk Management Group and provides assurance to the effectiveness of the internal control environment.
Corporate Risk Advisor	Provides risk management support and advice to the Corporation. Also responsible for promoting the consistent use of risk management, developing the risk framework and facilitation of the City of London's Corporate Risk Register.

<b>Tier</b>	<b>Responsibility</b>
Individual Chief Officers	Accountable for effective risk management within their department, reporting to their relevant service Committee(s) – this responsibility cannot be delegated.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Departmental Risk Coordinators	Promoting, facilitating and championing the implementation of risk management within their department.
Service/ Project Managers	Accountable for effective management of risk within their areas of responsibility.
Employees	Maintaining an awareness and understanding of key risks and management of these in day-to-day activities.

Outcomes of this strategy will be achieved by working closely with many key teams within departments such as Health and Safety, Insurance, Corporate Performance & Business Development, Project Management, Contingency Planning and more.

The ultimate responsibility for risk management lies with the Court of Common Council and the Town Clerk. However, it must be stressed that **risk management is the responsibility of everyone working in, for and with the City of London Corporation.**

## **Chapter 3: The risk management process**

Essentially risk management is the process by which risks are identified, evaluated, controlled and monitored at regular intervals. It is about managing resources wisely, evaluating courses of action to support decision-making, protecting clients from harm, safeguarding assets and the environment and protecting the Corporation's public image.

Whenever an activity takes place, there will be an outcome that will either lead to a success or failure. In undertaking the activity there will be a number of factors which needs to be right to determine whether the activity is a success or not, or to put it the other way round, there are a number of risk factors which, if they are not managed properly, will result in failure rather than success.

Risk Management is also a business planning tool designed to provide a methodical way for addressing risks. It is about:

- Identifying the objectives and what can go wrong;
- Acting to avoid it going wrong or to minimise the impact if it does;
- Realising opportunities and reducing threats.

## The risk management cycle

The risk management process is broken down into five steps illustrated below:

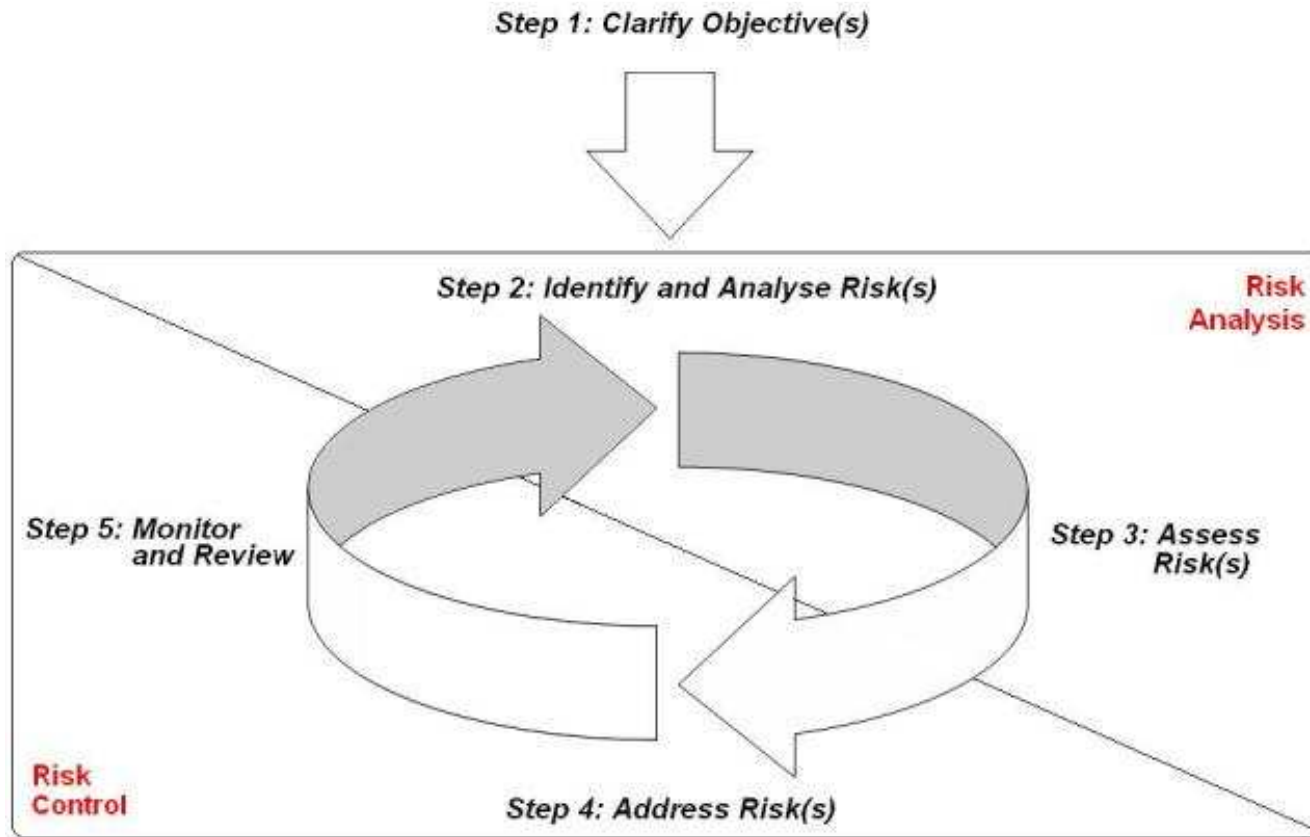


Figure 1: City of London's risk management cycle

## **Step 1: Clarify Objectives**

It is difficult to think about risks in isolation, so the first step is to be clear about the objectives and key deliverables. This part of the process requires information about the (planned) activity.

This will include an understanding of:

- The corporate/departmental/project objectives;
- The scope of the activity;
- The assumptions that have been made;
- The list of stakeholders; and
- How the activity sits within the corporate/departmental/project structure.

### ***This includes:***

- Making sure that everyone is clear about the relationship between the services and its wider environment;
- Identifying internal and external stakeholders;
- Understanding the Corporation and its capabilities, as well as its objectives and strategies that are in place to achieve them.

**Note:** Risks will always be linked to a Service, Departmental or Corporate objective.

## **Step 2: Identify and Analyse risks**

The aim of this step is to identify the risks to the (planned) activity that may affect the achievement of the objective(s), which can either be positive or negative.

Consultation is required from different levels of management and staff members, and sometimes customers and stakeholders, asking the following questions:

- What might prevent the achievement of the stated objectives?
- Has it gone wrong before?
- Who should own this risk?
- When should we start managing this risk?

It is widely recommended to identify risks through workshops and/or training sessions. However, there are many other methods which can be used such as questionnaires, a Strengths - Weaknesses - Opportunities - Threats analysis, brainstorming sessions, and more.

During the identification stage the following information needs to be gathered:

- The description of the risk, in terms of Cause → Risk → Effect;
- The nature of the risk – for example, political, financial, reputation, and more; and
- The name of the individual taking responsibility for the risk (i.e. the risk owner).



### Step 3: Assess Risks (4x4)

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See Appendix 1 for details on how risks should be scored.

The risk score is placed on the Risk matrix (Figure 2) and is used to help prioritise and assist risk owners in the actions they need to take to manage the risk.

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

Figure 2: COL risk matrix

Step 5 highlights how often risks should be reviewed and Chapter 4 highlights how the risk scores are used for reporting purposes.

#### **Step 4: Address Risks**

Without this step, risk management would be no more than a bureaucratic process. Addressing risk involves taking practical steps to manage and control it.

Not all risks need to be dealt with in the same way. The common risk response outlined below should help in considering the range of options available when responding to risks.

Importantly, when agreeing actions to control risk, consideration is required on whether the actions themselves introduce new risks

#### Threat responses

When managing threats, the controls that are put in place should help to effectively reduce the risk to a manageable level. There are four approaches that can be taken when deciding on how to manage threats:

- **Reduce:** A selective application of management actions, by applying internal control to reduce either the likelihood or the impact, or both, designed to contain risk to acceptable levels, e.g. mitigation action, contingency planning and more;
- **Transfer:** Shifting part of the responsibility or burden for the loss to another party, e.g. through outsourcing, insurance, etc;
- **Avoid:** An informed decision not to become involved in a risk situation. This can be challenging as the City of London Corporation may not be able to avoid risks associated with its statutory functions;
- **Accept:** An informed decision to accept the likelihood and impact of a particular risk. For example, the ability to do anything about a risk may be limited, or the cost of taking any action may be disproportionate to the potential benefit.

## **Ownership of Risks and Controls**

Having identified and defined the risks, it is essential that someone "owns" them (i.e. the risk owner). This is not the same as being responsible for carrying out the tasks or actions for the risk (i.e. the control owner). This is a critical part of the step as without a named individual it is unlikely that the risk will be managed.

### Risk Owner

It is important that the risk owner, where possible, be:

- A person who has the ability to influence the outcome of the event, one way or another;
- A person who can be accountable for the delivery in the area where the risk would have an effect;
- A person who can take charge and lead nominated control owners.

From a departmental viewpoint, the risk owner should be a member of the department's management team.

### Control Owner

Control owners are responsible for carrying out the tasks or actions for the risk, as assigned by the risk owner.

It is important to note that:

- Control owners can be different from the Risk owner;
- Control owners can be from a different department to the Risk owner;
- A risk may contain many controls, therefore many control owners, however only on an exceptional basis would one control be assigned to multiple risks.

Control owners can be any officer within the organisation, but must have an adequate reporting line to the Risk owner.

### Step 5: Monitor and Review

Once risks have been identified and appropriate controls and action plans put in place to manage them, it is essential to routinely monitor their status. Risks change, due to many factors, and it is essential that they are periodically reviewed to capture any new events which may affect the delivery of our objectives.

As a guide, risks should be reviewed in management meetings using the following criteria:

Risk Type	Standard Review	Programmes, projects and partnerships
Red Threats	1-3 months	Monthly
Amber Threats	3 months	Monthly
Green Threats	6 months	Quarterly

**Note:** At least annually, each risk register should be reviewed in its entirety.

## **Chapter 4: Reporting risks**

### **Reporting framework**

It is essential that risk management is used as a tool to assist good management and to provide assurances to relevant officers and Members that adequate measures have been taken to manage risk.

Escalation of risks ensures that managers have a clearer picture on risks or potential issues facing service areas. This helps in the overall decision making process by allowing senior staff to allocate resources or review areas of concern.

Page 16 illustrates the reviewing and reporting framework to support this escalation and assurance process.

### **Role of Audit and Risk Management Committee**

As set out in its formal terms of reference, the Audit and Risk Management Committee is responsible for monitoring and overseeing the City Corporation's risk management strategy and needs to be satisfied that the assurance framework properly reflects the risk environment. It is through this Committee that the Court of Common Council discharges its responsibility for obtaining assurance that those risks faced by the Corporation are being appropriately managed.

### **Role of Other Committees and Departments**

It is the role of each Service Committee and Department to maintain and act on its own risks, working closely with the Risk and Assurance Manager if need be. The criteria for escalating risks should be agreed by the relevant Service Committee and Chief Officer.

The Audit and Risk Management Committee will concentrate on monitoring the Corporate Risks faced by the City Corporation, and the measures taken to control the risk. The Audit and Risk Management Committee will also seek assurance regarding the effective operation of this framework at Committee level.

## Review and Reporting Framework

Risks will be escalated using a bottom up process depending on the risk score (i.e. Risk tolerance) and/or management recommendation.

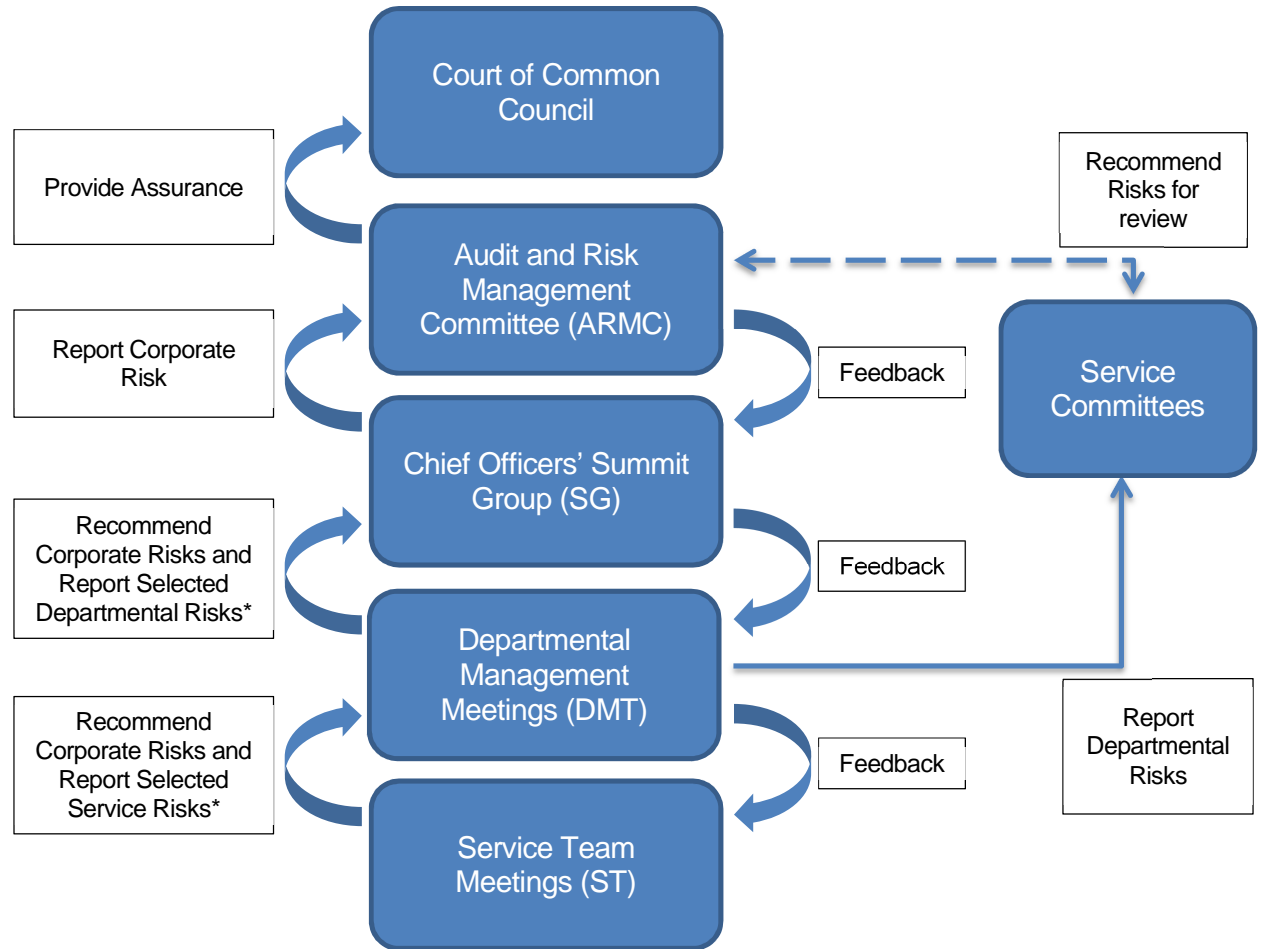
Corporate Reviews will be undertaken either every two or three months.

Departmental Reviews should be adapted to suit the structure of each respective department, although as minimum should be done Quarterly.

Annual review of all risks should be undertaken as a minimum.

### Reporting Criteria

Reporting Criteria		
Corporate reviews	ARMC	Oversee Corporate risks
	SG	Identify Corporate/Departmental risks and review all Departmental risks of score 24 or more.
Departmental Reviews	DMT's	Identify Corporate/Departmental risks and review all Service Teams risks of score 16 or more
	ST's	Identify Corporate/Departmental risks and review all Service risks of score 6 or more
	Team meetings /121's	Identify potential Corporate/Departmental risks and review all current risks



\*exception basis

## Risk Registers

Key risk registers are listed below along with their escalation criteria (based on risk score).

Corporate Risk Register	The Corporate Risk Register is used to highlight and assure Members that key risks are being effectively managed. These risks are extracted from various areas of the Corporation's risk system as directed by the Members and approved by the Town Clerk and Chief Officers (See Glossary for definition of Corporate Risk).
Top Risk Register	This register flows out from the Departmental risk registers and is challenged and moderated quarterly by the Chief Officer's Summit Group (SG).  Risks which are escalated here are those with a risk score of 24 or more.
Departmental risk register	This register flows out from the Service risk registers and is challenged and moderated quarterly by the Departmental Management Teams (DMT's).  Risks which are escalated here are those with a risk score of 16 and above.
Service risk register	This register flows out from the Service area/Team risk registers and is challenged and moderated quarterly by the Service Team Meetings (ST's).  Risks which are escalated here are those with risk score of 6 and above.
Programme and Project risk registers	Where it is considered appropriate, major partnerships, programmes and projects will produce and maintain their own risk registers. Risk to the programme/project should be recorded within Project Vision and managed through the corporate Project framework.

## Challenging environment

There is a strong support framework in the City Corporation to challenge risks and to provide assistance to departments. Below lists some of the key groups which assist with this:

Audit and Risk Management Committee	On a periodic cycle each Corporate risk and a nominated Departmental risk register is challenged by Members of the Audit and Risk Management Committee. These sessions allow Chief Officers to demonstrate how risks are being managed and allow Members to directly question any areas of interest.
Chief Officers' Summit Group	Each quarter the Chief Officers' Summit Group review all the top risks for the Corporation (of score 24 and above) and challenge and moderate as necessary. Corporate risks are escalated by the Departmental Management Teams and upon approval are escalated to the Audit and Risk Management Committee.
Departmental Risk Coordinators	<p>The risk coordinators provide advice and guidance on the application of the Risk Management Strategy, working closely with the Risk and Assurance Manager. They are the first point of call for risk related matters for their department providing operational support.</p> <p>The Risk Coordinators meet as a group on a 6 monthly basis with representatives from the City of London Police, Internal Audit, Health and Safety, Contingency Planning, Corporate Performance &amp; Business Development and Insurance.</p>



## Chapter 5: Strategic Improvement

This strategy is based on strengthening and improving the City's approach to risk management, enhancing its ability to deliver its corporate aims and objectives successfully. It is recognised that to significantly improve the risk management capability and the maturity of the Corporation will be a journey requiring continuous review and improvement activity.

The Risk Management Strategy will be regularly reviewed. Further activities to enhance existing arrangements will be identified by reviewing emerging best practice and assessing their suitability for implementation in the context of the aims, objectives and organisational culture of the Corporation. Once assessed and agreed, further improvement activities will be implemented through the risk management improvement plan.

Below lists some of the key activities/projects which will assist in delivering the strategy.

<b>Project / Task</b>	<b>Brief summary</b>	<b>Target date / Frequency</b>
Introduce a Risk Management Information System	To procure an online risk register tool ensuring consistency, transparency and a clear audit trail for risks and controls.	Aug 2014
Improve skill set and raise awareness of risk management	Create a suite of tools to raise awareness and assist officers in the management of risks.	Jan 2015
Review new framework	Review the risk maturity of the organisation on a yearly cycle.	Annual review
Introduce Opportunity Risk Management	Subject to the organisations risk maturity level, introduce the opportunity risk methodology and look to report opportunity risks.	Review in 2015/16

## Glossary

Consistent understanding and application of language provides a sound basis for embedding risk management. To promote this consistency, the following key terms are defined:

<b>Term</b>	<b>Definition</b>
Cause	<p>Definite events or sets of circumstances which exist in the department, programme/project, partnership or their environments, and which give rise to uncertainty.</p> <p>Causes themselves are not uncertain since they are facts or requirements.</p>
Control Evaluation	A measure to determine how effective the controls are.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Controls	Measures taken to control the impact or likelihood of risks to an acceptable level.
Corporate risk	<p>Strategic or Operational risks reported to the Audit and Risk Management Committee for assurance purposes.</p> <p>One or more of the following criteria must apply:</p> <ul style="list-style-type: none"> <li>▪ The risk relates directly to one or more of the Strategic Aims or Key Policy Priorities.</li> <li>▪ A risk that has significant impact on multiple operations if realised.</li> <li>▪ There are concerns over the adequacy of departmental arrangements for managing a specific risk.</li> </ul> <p>Corporate risks can also be those requested by the Audit and Risk Management Committee specifically.</p>
Current / Net risk	The re-assessed level of risk taking in to account the existing controls.
Effect	<p>Unplanned variations from objectives, either positive or negative, which would arise as a result of risks occurring.</p> <p>Effects are contingent events, unplanned potential future variations which will not occur unless risks happen.</p>
Operational Risk	Risks arising from or relating to the execution of day-to-day operations and service delivery.

<b>Term</b>	<b>Definition</b>
Original / Gross risk	The assessed level of risk on the basis that no mitigating controls are in place.
Risk	The effect of uncertainty on objectives.
Risk Management	The systematic application of policies, procedures and practices to the tasks of identification, evaluation, and mitigation of issues that threaten the achievement of defined objectives.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Strategic risk	Risks arising from or relating to long term departmental objectives.
Target risk	The level at which the risk will be deemed as acceptable.

## Appendix 1 - Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

### Definitions

1. **Original/Gross score:** the level of risk perceived before any mitigating actions/controls have been put in place.
2. **Current/Net score:** the level of risk currently perceived by the user/management, taking in-to account any controls.
3. **Target score:** the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

### Risk scoring method

Risks are scored in terms of likelihood and impact

→ Risk should be scored by first determining how likely it is to occur (**Likelihood**)

→ It should then be rated according to the worst case scenario if it should arise (**Impact**).

**Likelihood scoring guide**

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

	Rare	Unlikely	Possible	Likely
	1	2	3	4
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10 <sup>-5</sup> )	Less than one chance in ten thousand (<10 <sup>-4</sup> )	Less than one chance in a thousand (<10 <sup>-3</sup> )	Less than one chance in a hundred (<10 <sup>-2</sup> )

**Impact scoring guide**

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

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		Minor	Serious	Major	Extreme
		1	2	4	8
<b>THREATS</b>	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons
	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective

## Risk Matrix

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (Likelihood of) 4 x (Impact of) 4 = (Risk Score of) 16

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
Rare (1)	1	2	4	8	

Figure 2: COL risk matrix

### What the colours mean (as a guide):

- Red - Urgent action required to reduce rating
- Amber - Action required to maintain or reduce rating
- Green - Action required to maintain rating

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Culture, Heritage and Libraries	24 November 2014	
<b>Subject:</b> REVENUE AND CAPITAL BUDGETS - 2015/16		<b>Public</b>
<b>Report of:</b> The Chamberlain Director of Culture, Heritage and Libraries		<b>For Decision</b>

### Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budget for 2015/16, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The budgets have been prepared within the resources allocated to the Director.

Summary Of Table 2	Latest Approved Budget 2014/15 £'000	Original Budget 2015/16 £'000	Movement  £'000
Expenditure	20,673	20,384	(289)
Income	(5,302)	(5,444)	(142)
Recharges	4,937	5,253	316
Total Net Expenditure	20,308	20,193	(115)

Overall, the 2015/16 provisional revenue budget totals £20.193m, a decrease of £115,000 compared with the latest approved budget for 2014/15. Main reasons for this decrease are :-

- Latest Approved budget for 2014/15 included expenditure of £37,000 funded from the previous year's underspend.

- Savings as a result of the Service Based Reviews totalling £449,000, as agreed at the last Committee.
- Decrease in the City Surveyor's repairs and maintenance programme of £216,000.
- Increase to the local risk budgets following the net 2% allowance given towards any potential pay and price increases of £154,000.
- Increase in recharges of £316,000 due to increased repairs and maintenance charges at the Guildhall Complex and the depreciation cost of the new Heritage Gallery.

### **Recommendations**

The Committee is requested to:

- review the provisional 2015/16 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- review and approve the draft capital budget;
- authorise the Chamberlain, in consultation with the Director of Culture, Heritage and Libraries, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews and changes to the Additional Works Programme;
- if specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

## **Main Report**

### **Introduction**

1. The department comprises three lending libraries (Barbican, Artizan Street and Shoe Lane), two reference libraries (City Business Library and Guildhall Library), Guildhall Art Gallery, Keats House, London Metropolitan Archives (LMA), City Records Services, City of London Information Centre, Tower Bridge and The Monument. This front line activity is assisted by a number of non-public services including

Bibliographical Services, the Visitor Development Team and Support Services.

2. This report sets out the proposed revenue budget and capital budgets for 2015/16. The revenue budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

### **Business Planning Priorities**

5. The department's mission statement is to educate, entertain and inform, through discovery of our amazing range of resources.

The four Strategic Aims are:

- To refocus our services with more community engagement and partnerships with others.
- To transform the sense of the City as a destination.
- To continue to use technology to improve customer service and increase efficiency.
- To further develop the City's contribution to the life of London as a whole.

### **Proposed Revenue Budget for 2015/16**

6. The proposed Revenue Budget for 2015/16 shown in Table 2 is analysed between:
  - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external

factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).

- Recharges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
7. The provisional 2015/16 budgets, under the control of the Director of Culture, Heritage and Libraries being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. An allowance was given towards any potential pay and price increases of 2% in 2014/15 (already applied) and a further 2% in 2015/16. The budget has been prepared within the resources allocated to the Director.
  8. The Service Based Review aims to deliver sustainable savings and / or increased income in order to balance City Fund and City's Cash over the medium term. The proposals approved by the Policy & Resources Committee included a total of £1,347K (over 3 years) for this Committee. These proposals were reported to and agreed by this Committee last month and are reflected in the 2015/16 budgets as below:

Table 1	
Agreed 2015/16 Service Based Review Savings	<b>£'000</b>
Delete staff posts through retirement and restructuring	201
Reduce printing, equipment and other costs at LMA	40
Reduce materials costs at Guildhall Library	15
Reduce costs in Guildhall Art Gallery	30
Increase commission income at City Information Centre	15
Delete one part time post in Visitor Marketing (contract expiry)	26
Reduce Visitor Development advertising	12
Increase targets at Keats House	10
Increase ticket income at Monument	100
<b>Total 2015/16</b>	<b>449</b>

TABLE 2 CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY – ALL FUNDS						
Analysis of Service Expenditure	Local or Central Risk	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph Reference
<b>EXPENDITURE</b>						
Employees	L	9,187	9,182	9,483	301	11
Employees (redundancy costs)	C	1	1	-	(1)	
Premises Related Expenses	L	944	1,231	1,148	(83)	12
Premises Related Expenses *	C	911	942	942	-	
City Surveyor – Repairs & Maintenance	L	633	928	712	(216)	13
Transport Related Expenses	L	90	78	70	(8)	
Supplies & Services	L	3,180	2,622	2,287	(335)	14
Supplies & Services (Grants to outside bodies)	C	5,677	5,677	5,677	-	
Transfer to Reserves – Heritage projects	L	149	-	-	-	
Capital Charges – City's Cash & BHE	C	42	12	65	53	
<b>Total Expenditure</b>		<b>20,814</b>	<b>20,673</b>	<b>20,384</b>	<b>(289)</b>	
<b>INCOME</b>						
Other Grants, Reimbursements and Contribution	L	(418)	(125)	(3)	122	14
Other Grants, Reimbursements and Contribution	C	(262)	-	-	-	
Customer, Client Receipts	L	(5,955)	(5,025)	(5,369)	(344)	15
LMA Rental Income	C	(86)	(109)	(72)	37	
Transfer from Reserves – Heritage projects / Local Area Agreement	L	(46)	(43)	-	43	14
<b>Total Income</b>		<b>(6,767)</b>	<b>(5,302)</b>	<b>(5,444)</b>	<b>(142)</b>	
<b>TOTAL EXPENDITURE/ (INCOME) BEFORE RECHARGES</b>		<b>14,047</b>	<b>15,371</b>	<b>14,940</b>	<b>(431)</b>	
<b>RECHARGES</b>						
Central Support Services and Capital Charges – City Fund		5,932	5,788	6,104	316	16
Recharges within Fund		89	62	62	-	
Recharges Across Funds		(918)	(913)	(913)	-	
<b>Total Recharges</b>		<b>5,103</b>	<b>4,937</b>	<b>5,253</b>	<b>316</b>	
<b>TOTAL NET EXPENDITURE/(INCOME)</b>		<b>19,150</b>	<b>20,308</b>	<b>20,193</b>	<b>(115)</b>	

\*(Barbican & Community Libraries and LMA Rates & Service Charges & LMA rent)

9. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
10. Overall there is a decrease of £115,000 in the overall budget between the 2014/15 latest approved budget and the 2015/16 original budget. This movement is explained by the variances explained in the following paragraphs.
11. The increase to the local risk Employees budget is due to an allowance of 2% in respect of any potential pay award and anticipated incremental rises. The decrease in full-time equivalent staff at the Directorate, London Metropolitan Archives, City Records Services and Visitor Services & City Information Centre are as a result of efficiency savings arising from the Service Based reviews. The decreases in full-time equivalents at Guildhall Art Gallery and Keats House are due to staff funded in 2014/15 from grant awards. An analysis of the movement in manpower and related staff costs are shown in Table 3 below.

Table 3 - Manpower statement	Latest Approved Budget 2014/15		Original Budget 2015/16	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Guildhall Library	19.25	752	19.00	814
City Business Library	8.50	326	8.50	343
Barbican and Community Libraries	40.84	1,442	40.84	1,469
Artizan Street Library	8.00	241	8.00	249
Culture Heritage & Libraries Directorate	15.31	647	14.60	647
Guildhall Art Gallery	7.97	330	7.47	318
London Metropolitan Archives	48.89	2,039	48.19	2,020
City Records Services	23.84	983	23.54	982
Keats House	4.83	219	4.05	189
Visitor Services & City Information Centre	12.11	531	10.51	433
Monument	7.27	225	7.27	274
Tower Bridge Tourism	37.33	1,447	37.83	1,745
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES</b>	<b>234.14</b>	<b>9,182</b>	<b>229.80</b>	<b>9,483</b>

12. The decrease of £83,000 to the local risk budget for Premises Related Expenses is mainly due to a reduction in planned minor works at the Monument and Education Centre of £40,000 and the fallout of carry forward funding of £37,000 at Tower Bridge from their 2013/14 underspend.
13. The 2014/15 Latest Approved Budget reflects the re-allocation of the full 2014/15 Additional Works Programme to reflect the expenditure that is anticipated will be incurred in the year.

The reduction at the Guildhall Art Gallery is due to some of the works previously identified as being funded from AWP moving to the Capital Programme and the level of work identified in the AWP at the Gallery reducing during 2015/16.

The 2015/16 Additional Works Programme is based on the bids endorsed by the Corporate Asset Sub Committee in June 2014 totalling £182,000. The anticipated balance of remaining Additional Works Programme schemes of £178,000 has also been incorporated.

The basis on which costs are charged under the Building Repairs and Maintenance contract is being reviewed. The present costs, which are based on a square footage basis, are to be replaced by costs relating to the individual assets of each property. The outcome of the review is likely to result in variations to the budgets that have been submitted for 2014/15 and 2015/16. The City Surveyor will report separately on any significant changes.

A decision on the funding of the programme will be made by the Resource Allocation Sub Committee. It may therefore be necessary to adjust the budgets to reflect the Resource Allocation Sub Committee's decision. See Table 4 below.



<b>TABLE 4 - CITY SURVEYOR LOCAL RISK</b>	<b>Latest Approved Budget 2014/15 £'000</b>	<b>Original Budget 2015/16 £'000</b>
<b>Repairs &amp; Maintenance</b>		
<b>Additional Works Programme</b>		
Guildhall Art Gallery	252	58
London Metropolitan Archives	167	151
Keats House	37	38
Visitor Services & City Information Centre	6	6
Monument	32	38
Roman Bath House	73	39
Mayoralty and Shrievalty	5	30
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>		
Culture Heritage & Libraries Directorate	2	2
City Business Library	2	2
Barbican and Community Libraries	6	6
Guildhall Art Gallery	3	3
London Metropolitan Archives	89	91
Keats House	8	8
Visitor Services & City Information Centre	28	46
Monument	7	7
<b>Cleaning</b>	211	187
<b>Total City Surveyor</b>	<b>928</b>	<b>712</b>

14. The decrease of £335,000 to the local risk budget for Supplies and Services is mainly due to the fallout of various grants which at this stage have only been awarded for 2014/15 and efficiency savings applied as a result of the Service Based Review totalling approximately £70,000.
15. The increase of £344,000 to the local risk budgets for Customer, Client Receipts is mainly due to increased income at Tower Bridge as a result of the new glass flooring to the walkways which open in November 2014. This is expected to have a positive effect on the footfall numbers, which will have a larger impact on 2015/16 as the majority of their customers are during the first six months of a financial year. In addition, as a result of the Service Based Review, the Monument have increased their income targets by £100,000 for 2015/16.

16. The increase of £316,000 to Support Services and Capital Charges (City Fund) is mainly due to an increase in Guildhall Admin charges of £230,000 as a result of increased Repairs and Maintenance costs (including AWP works) on the Guildhall Complex. In addition, from 2015/16 onwards the new Heritage Gallery at Guildhall Art Gallery incurs depreciation charges. Appendix 2 provides an analysis of Support Services and Capital Costs.
17. The increased budget at Guildhall Library for 2015/16 is due to a transfer of resources from the Culture Heritage & Libraries Directorate in respect of computer licences. The reduction to the budget of the Directorate is offset by an increase to Guildhall Admin charges.

### **Potential Further Budget Developments**

18. The provisional nature of the 14/15 and 15/16 revenue budgets recognises that further revisions may be required, including in relation to:
  - budget reductions to capture savings arising from the on-going Service Based Review;
  - decisions on funding of the Additional Work Programme by the Resource Allocation Committee.
  - if specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Any revisions will be agreed after consultation with the Director of Culture, Heritage and Libraries.

### **Revenue Budget 2014/15**

19. The forecast outturn for the current year is £20.062m compared to the latest approved budget of £20.308m showing a potential underspend of £246,000. This potential underspend relates to a significant increase in income for the first half of the year at Tower Bridge.

## Draft Capital and Supplementary Revenue Budgets

20. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the Table below.

<b>Table 5</b>						
<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/14 £'000</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
<b>CITY FUND</b>						
<u>Pre-implementation</u> London Metropolitan Archives	Long term options appraisal		20			20
<u>Authority to start work granted</u> Guildhall Art Gallery	Lighting replacment		554			554
Libraries & LMA general	Access to cultural collections (City Fund portion)	107	19	19		145
<b>TOTAL CITY FUND</b>		107	593	19	0	719
<b>CITY'S CASH</b>						
<u>Authority to start work granted</u> Guildhall Art Gallery	Heritage Gallery	151	374			525
Libraries & LMA general	Access to cultural collections (City's Cash portion)	26	8			34
The Monument	Additional works	1	52	52		105
Mayoralty & Shrievalty	Historic carriages	154	16	39		209
<b>TOTAL CITY'S CASH</b>		332	450	91	0	873
<b>BRIDGE HOUSE ESTATES</b>						
<u>Pre-implementation</u> Tower Bridge Tourism	Engine rooms Reception/Gift shop		30			30
<u>Authority to start work granted</u> Tower Bridge Tourism	Glass viewing panels	26	962			988
<b>TOTAL BRIDGE HOUSE ESTATES</b>		26	992	0	0	1,018
<b>TOTAL</b>		<b>465</b>	<b>2,035</b>	<b>110</b>	<b>0</b>	<b>2,610</b>

21. Pre-implementation costs comprise option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
22. The implementation phase of the Reception & Gift shop project at Tower Bridge is anticipated to commence in 2015/16, subject to approval. A scheme to replace the roof at London Metropolitan Archives is also in the pipeline.
23. The remaining schemes have received authority to start work and are in progress.

24. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2015.

Contact Officer: Mark Jarvis (1221) or Alison Elam (1081)

**APPENDIX 1**

Analysis by Service Managed	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph Reference
<b>CITY FUND</b>					
Guildhall Library	1,039	1,008	1,103	95	17
City Business Library	850	698	710	12	
Barbican and Community Libraries	2,665	2,617	2,574	(43)	
Artizan Street Library	298	308	312	4	
Culture Heritage & Libraries Directorate^	8,542	8,423	8,395	(28)	17
Guildhall Art Gallery	2,264	2,487	2,526	39	
London Metropolitan Archives	3,070	3,153	3,136	(17)	
City Records Services	434	439	424	(15)	
Visitor Services & City Information Centre	902	924	822	(102)	11
Roman Bath House (City Surveyor)	71	96	61	(35)	
Roman Remains and Guildhall Complex Land (City Surveyor)	98	97	97	-	
<b>TOTAL CITY FUND</b>	<b>20,233</b>	<b>20,250</b>	<b>20,160</b>	<b>(90)</b>	
<b>CITY'S CASH</b>					
Keats House	-	294	287	(7)	
Heritage Gallery	-	15	52	37	16
Monument	(123)	(69)	(168)	(99)	15
Mayoralty & Shrievalty (City Surveyor)	123	112	137	25	
<b>TOTAL CITY'S CASH</b>	<b>-</b>	<b>352</b>	<b>308</b>	<b>(44)</b>	
<b>BRIDGE HOUSE ESTATES</b>					
Tower Bridge Tourism	(1,083)	(294)	(275)	19	
<b>TOTAL BRIDGE HOUSE ESTATES</b>	<b>(1,083)</b>	<b>(294)</b>	<b>(275)</b>	<b>19</b>	
<b>TOTAL</b>	<b>19,150</b>	<b>20,308</b>	<b>20,193</b>	<b>(115)</b>	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.8m of Capital Recharges for 2014/15 and 2015/16, as well as a grant to the Museum of London for £5.3m for 2014/15 and 2015/16.

**APPENDIX 2**

Recharges from/to Culture, Heritage and Libraries	Actual 2013/14 £000	Latest Approved Budget 2014/15 £000	Original Budget 2015/16 £000
<b>Support Service and Capital Charges</b>			
Administrative Buildings	2,025	2,088	2,318
City Surveyor's Employee Recharge	173	152	146
Insurance	240	251	266
IS Recharges - Chamberlain	789	754	735
Capital Charges – City Fund	1,956	1,857	1,961
Support Services -			
Chamberlain	386	342	349
Comptroller and City Solicitor	45	46	45
Town Clerk	209	209	201
City Surveyor	56	55	55
Support services with Other services*	53	34	28
<b>Total Support Services and Capital Charges</b>	<b>5,932</b>	<b>5,788</b>	<b>6,104</b>
<b>Recharges Within Funds</b>			
Utilities recharge - Barbican Centre	258	231	231
Corporate and Democratic Core – Finance Committee	(169)	(169)	(169)
<b>Recharges Across Funds</b>			
Support Services – CHL Guildhall Administration	(913)	(913)	(913)
Salaries Recharged to Capital Projects	(5)	-	-
<b>TOTAL SUPPORT SERVICE AND CAPITAL CHARGES</b>	<b>5,103</b>	<b>4,937</b>	<b>5,253</b>

\* Various services including central training, corporate printing, occupational health. Union costs and environmental and sustainability section.

<b>Committee:</b> Culture, Heritage and Libraries	<b>Date:</b> 25 November 2014	<b>Item no.</b>
<b>Subject:</b> Culture, Heritage and Libraries: Annual Public Relations Update	<b>Public</b>	
<b>Report of:</b> Director of Public Relations	<b>For Information</b>	
<b><u>Summary</u></b>		
<p>This report updates Members on Public Relations activities in support of the Culture, Heritage and Libraries Committee during the period December 2013 to October 2014. The activities in this report are also in support of the <i>Communications Strategy 2014- 2017</i>. Highlights of the support for the services of the Committee include:</p> <ul style="list-style-type: none"> <li>▪ Media</li> <li>▪ Public Affairs</li> <li>▪ Events</li> <li>▪ Website</li> <li>▪ Digital communications and social media</li> <li>▪ Literature and related activities</li> <li>▪ Member and internal communications</li> <li>▪ Filming</li> </ul>		
<b><u>Recommendations</u></b>		
<p>The Committee is recommended to receive this report on Public Relations activities during the period December 2013 to October 2014 in support of the services for which the Committee is responsible.</p>		

## **Main Report**

### **1. Introduction**

- 1.1 This report highlights the activities of the Public Relations Office, in the period December 2013 to October 2014, in support of the services for which this Committee is responsible.
  
- 1.2 As part of the current *Communications Strategy* there are two specific communications priorities at present while are relevant to Port Health and Environmental Services:

- Working in partnership with London’s communities – the work the City Corporation does to support education, as well as social and cultural opportunities, for all Londoners to help to improve their quality of life, through promoting employability and encouraging greater aspiration and diversity, and to provide jobs and growth across the capital; and
- Contributing to London’s culture, heritage and green spaces – the work the City Corporation does across London and the UK to help preserve the nation’s heritage, contribute to its cultural life and provide green spaces across the capital and beyond.

The PR Office is working with Departments across the organisation to deliver these two new priorities across the full range of PR activities.

## 2. Media

2.1 Throughout the period, December 2013 to October 2014, the Media Team in the City of London’s Public Relations Office has been successful in placing a wide range of Culture, Heritage and Libraries-related stories in the London, national and international print, broadcast and online media. According to Gorkana, the independent media monitoring agency, the total circulation for print cuttings is 10,681,414, while the total advertising value of print media coverage was £298,827.

2.2 Highlights of publicity opportunities and news stories include:

- **Guildhall Library**  
BBC News, Sky News, *City A.M.* and the *Daily Mail* reported on *Homeland* and *Band of Brothers* actor and the Guildhall School graduate, Damian Lewis, who was to read Shakespeare sonnets at Guildhall Library, as part of ‘Shakespeare Week’ in April. Lewis opened the hugely successful event by reading the first five sonnets; and Alan Hollinghurst, the best-selling novelist, was also invited to take part in the event.
- **Guildhall Art Gallery and Roman Amphitheatre / City of London Heritage Gallery**  
*Metro*, *The Times*, *Country Life*, *BBC London Inside Out* and *BBC Radio London 94.9* reported on the opening of the City of London Heritage Gallery on 11 September. The Media Team at Guildhall supported Aneela Rose PR, which was hired to secure media coverage for the Heritage Gallery.



- **Keats House**  
 Events at Keats House were featured in the City of London's regular advertisement in *City A.M.* A member of the Media Team suggested inviting the actor, Simon Russell Beale (who, at the time, was performing the title role in *King Lear* at the National Theatre) to join Dame Janet Suzman to read a selection of Keats' poetry at the Keats Festival. The event sold out and covered the costs of the Festival. *The Daily Telegraph* published a diary story about Simon Russell Beale's involvement in the event.
- **Museum of London**  
 The Media Team promoted the Museum of London's new Sherlock Holmes exhibition in the City's paid-for advert in *City A.M.*, and the Museum of London's media team generated coverage in *Radio Times*, *the Guardian*, *Huffington Post*, *The Daily Telegraph*, *The Spectator*, *Londonist* and *The Scotsman*.
- **London Metropolitan Archives**  
 The Archives' 'Emergency: 1914' exhibition about the Great War was featured in an article in *The Times* in May, following a proposal from the Media Team to one of the feature writers.
- **City A.M. advertisements**  
 The City of London's paid-for advertisements in *City A.M.* are compiled and designed by two members of the Public Relations Office (bringing together the Media and Publishing Teams), and featured mentions about a wide range of Culture, Heritage and Libraries-related events. They have included the opening of the City of London Heritage Gallery; a photographic exhibition at Barbican Library; *Sculpture in the City 2014*; a John Hegley poetry reading at Keats House; free lunchtime music concerts at the City's churches; and the *Sherlock* exhibition at the Museum of London. *City A.M.* is distributed free of charge mainly in the City and Canary Wharf, and has an estimated readership of 300,000.
- **Audioboom recordings**  
 The Media Team set up a page on the Audioboom (formerly Audioboo) site, featuring a series of interviews with City employees and short guided tours around City gardens, recorded and edited by a member of the Team. Interviewees include Julia Dudkiewicz, Principal Curator of Guildhall Art Gallery and Roman Amphitheatre; Dr Peter Ross, Principal Librarian of Guildhall Library; Lesley Smith,

Manager of City Business Library; Stella Ioannou, co-director of *Sculpture in the City 2014*, and sculptors and gallery representatives involved in *Sculpture in the City 2014*. See <https://audioboom.com/cityoflondon>

- **Freedoms**

Although not directly related to the work of the Committee, Members may be interested to know that a handful of media, culture- and arts-related Freedoms took place between December 2013 and October 2014. They have included the musician, Mark Oliver Everett, from the band Eels on 28 July (who performed a concert at the Barbican Centre after his ceremony); John Pienaar, the BBC Radio 5 broadcaster; Fiona Bruce, the BBC news and *Antiques Roadshow* presenter; and most recently, the celebrated veteran actor, Sir Ian McKellen, on 30 October.

### **3. Public Affairs**

3.1 The PR Office provides public affairs advice to Departments across the organisation on specific issues that may affect their work as and when required. This includes initial planning relating to public affairs activities under the relevant communications priority. Moreover, there are aspects of the Policy Chairman's political contact programme that are relevant to this committee's work, including dinners with the then Culture Secretary Maria Miller MP and Arts Minister Ed Vaizey MP.

### **4. Events**

4.1 The PR Office also facilitates events which engage staff from across the organisation, including:

- **Launch of the Crossrail Art Programme (13 January)**

The City of London is closely involved in the Crossrail project and the arts programme associated with it. To this end, the City Corporation hosted a reception to encourage support for the new Culture Line, an initiative looking to bring ground-breaking, permanent art installations into the central Crossrail stations. Over 150 guests attended and the reception concluded with a high level private dinner.

- **Barbican Sponsors' breakfast (4 June)**

Hosted by the Lord Mayor and the Managing Director of the Barbican Centre, this year's annual event drew an exclusive audience of senior

City and cultural representatives to discuss how the City of London's emerging cultural hub can better connect to London's communities.

- **Commonwealth Games Baton reception (7 June)**

Prior to this summer's Commonwealth Games in Glasgow, the Queen's Commonwealth Baton toured parts of the United Kingdom. To celebrate the Baton's arrival into the City, the City of London Corporation hosted a small reception at the Grange Hotel at St Paul's with students from local schools, members of the media and representatives from Commonwealth Games England.

- **NLGN conference (8 September)**

The City Corporation hosted a conference on 8 September at Guildhall in partnership with the New Local Government Network, entitled 'Local Government Supporting the Arts'. Drawing a national audience, the conference assessed the importance of maintaining the Arts at a local level; innovative approaches used by councils to sustain support for the arts and culture, and considered 'what next' for the future of the sector. Speakers included Ada Burns, Chief Executive, Darlington Borough Council; Cllr Peter Box, Leader, Wakefield Council; and Leonora Thomson, Director of Audiences and Development, Barbican Centre.

Forthcoming events include a Magna Carta lecture with Princeton Professor Linda Colley; the Policy Chairman's hospitality at the Lord Mayor's Show; and the annual London Councils Summit which will include materials showcasing the Guildhall, the Culture, Heritage and Library's department and the City of London's version of Magna Carta .

In addition to the above the PR Office runs various staff only events which include Staff Annual Lunches, Masterclasses and Strategic Briefings.

## **5. Publishing and related activities**

- 5.1 The PR Office is responsible for the corporate publications strategy and its implementation. In addition, the PR Office is also responsible for the City Corporation's brand identity and assists Departments with branding guidelines, which in the past year has included design development for Keats House.

5.2 Cityview regularly promotes this area of work with dedicated pages to the Barbican Centre, Museum of London, Guildhall Art Gallery and a variety of visitor service-related material such as the City Visitor Trail. This year Cityview has also promoted the new Heritage Gallery and its copy of Magna Carta. City Resident also has a regular culture section including an events listing page at the back of each issue.

## **6. Website**

6.1 The PR Office is responsible for the City Corporation's external website. Events and activities from Culture, Heritage and Libraries are regularly featured on the home page – both the New This Week rolling news feed and the Don't Miss feature boxes.

6.2 During the past year work on the website has been focussed on the quality of its content – across the four main clusters – to make it as easy as possible to find via search engines and for it to be relevant, current and user-friendly. The PR Office has organised a number of workshops and facilitates regular weekly meetings with content providers across the organisation to share best practice and discuss any issues. The PR Office regularly reviews pages relating to Culture, Heritage and Libraries and alerts editors when content is out of date, needs rewriting for clarity or is missing information. The PR Office is also currently working on a 'customer carewords' project that will help identify customers' top tasks to make the site as responsive to visitors' needs as possible.

## **7. Digital communications and social media**

7.1 The PR Office is responsible for the creation and development of digital communications, and also gives advice to departments on how to communicate across social platforms. The City Corporation now has 23 Facebook pages and just over 50 Twitter feeds (including Guildhall Art Gallery, Keats House and London Metropolitan Archives), a YouTube channel and Flickr account which cover the wide range of services we provide (full list at [www.cityoflondon.gov.uk/social](http://www.cityoflondon.gov.uk/social)).

7.2 The PR Office regularly promotes cultural output within the City through its monthly eshots – the most recent being an exclusive view from the Monument of the Lord Mayor's Show fireworks – to around 12,000 regular subscribers.

## **8. Member and internal communications**

- 8.1 The PR Office, working closely with the Member Services Team, has responsibility for communications with Members. This includes the Members' Briefing, which has been reviewed in recent months, and includes a dedicated section for culture and heritage related items. The PR Office also provides updates and Briefings to Members on topical issues.
- 8.2 The PR Office provides internal communications for the City Corporation as a whole and gives support to individual Departments as necessary. The Culture, Heritage and Libraries Department is regularly supported and assisted in improving communications through a number of channels and in a variety of ways from communication advice and practical assistance where required (for example, design and editing issues) for news and feature publicity via the corporate channels, and in some cases local communications activity.
- 8.3 The PR Office ensures that story coverage in the e-magazine *The Leader*, the intranet, and the eLeader bulletin is regular, timely and in particular celebrates the successes of the Culture, Heritage and Libraries Department and showcases latest initiatives and service developments.

## **9. Filming**

- 9.1 The Public Relations Office has a dedicated Film Team responsible for liaising with film crews and City Corporation departments to facilitate shoots within the Square Mile and on City Corporation property.
- 9.2 The Film Team regularly deals with requests to film on City Corporation property – Tower Bridge, the Monument, libraries, Guildhall Art Gallery and Guildhall itself. Tower Bridge remains the most popular with almost daily requests to film there.

### **Background Papers:**

Members will find it useful to refer to the *Communications Strategy 2014-2017*

### **Contact:**

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<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Culture, Heritage and Libraries Committee	24 November 2014	
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2014-2015 – Q2 Monitoring Review		<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries		<b>For Information</b>
<b><u>Summary</u></b>		
<p>This report provides the Business Plan progress which has been made in Quarter 2 (July – September 2014) against the objectives and key performance indicators (KPIs) set out in the Culture Heritage &amp; Libraries Department’s Business Plan 2014-2015.</p> <p>Good progress has been made against the Department’s 10 Key Objectives - with nine Quarter 2 targets being achieved or exceeded. These have been summarised in Appendix A. Some targets have been revised where they exceeded expectations in Quarter 1.</p> <p>Appendix A also sets out performance in Quarter 2 against our key performance indicators and the relevant corporate Service Response Standards. We have met or exceeded eight of the 10 reported KPIs; listed in more detail on the appendix. We have also met all of the four reported corporate Service Response Standards.</p> <p>The second quarter monitoring position for Culture, Heritage &amp; Libraries services covered by the Culture, Heritage &amp; Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from July – September for the Department of £299K (12.8%) against the overall local risk budget from July – September of £2,338K for 2014/15.</p> <p>Overall the Director of Culture Heritage &amp; Libraries is currently forecasting that his outturn will be on target, for his budgets for the City Fund and City’s Cash, whilst there will be a surplus of income on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income targets being exceeded at Tower Bridge during the first half of the year.</p>		

A few highlights of the services provided by our Department in Quarter 2 are also included for your information.

Progress made against the Capital Projects budget is set out in Appendix C.

### **Recommendations**

I recommend that your Committee notes:-

- The Quarter 2 progress shown against our Key Objectives, Key Performance Indicators and Service Response Standards as set out in Appendix A;
- The financial information contained in Appendix B; and
- The Capital Projects spend to date summary at Appendix C.

## **Main Report**

### **Background**

1. At your meeting of 27 May 2014, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2014–2015.
2. Ten business plan objectives were agreed by Committee which are linked to our four overarching departmental Strategic Aims:
  - 1) To refocus our services with more community engagement and partnerships with others;
  - 2) To transform the sense of the City as a destination;
  - 3) To continue to use technology to improve customer service and increase efficiency; and
  - 4) To further develop the City's contribution to the life of London as a whole.
3. Good progress has been made against the Department's 10 Key Objectives - with almost all 10 objectives achieved. These results have been summarised in Appendix A.
4. Performance against a range of 10 Key Performance Indicators was also agreed and progress is shown at Appendix A. We have met or exceeded eight of the 10 KPIs. Targets have been reviewed and revised where necessary in line with forecasted results.



5. Performance against the four reported corporate Service Response Standards has been good with 100% of emails to published email addresses being responded to within 1 day (SRS C); results of 100% for responding to specific requests for information (SRS D); 93.3% of all telephone calls answered within the standard (SRS E); and only 7.1% of calls going to voicemail (SRS F).

### Financial and Risk Implications

6. The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from July – September for the Department of £299K (12.8%) against the overall local risk budget from July – September of £2,338K for 2014/15.
7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on target, for his budgets for the City Fund and City's Cash, whilst there will be a surplus of income on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income targets being exceeded at Tower Bridge during the first half of the year.

Detailed table at Appendix B

	3 months to 30 September 2014			Forecast for the Year 2014/15			
	Approved Budget 2014/15	Budget Quarter 2	Actuals Quarter 2	Variance Quarter 2	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	8,282	2,071	1,994	(77)	8,282	8,282	0
CHL City's Cash	64	16	(7)	(23)	64	64	0
CHL Bridge House Estates *	(585)	(146)	(312)	(166)	(585)	(831)	(246)
<b>Total Culture, Heritage and Libraries Committee</b>	<b>7,761</b>	<b>1,940</b>	<b>1,675</b>	<b>(265)</b>	<b>7,761</b>	<b>7,515</b>	<b>(246)</b>
<b>Total Planning and Transportation Committee</b>	<b>1,494</b>	<b>374</b>	<b>338</b>	<b>(36)</b>	<b>1,494</b>	<b>1,494</b>	<b>0</b>
<b>Total Culture, Heritage &amp; Libraries Committee - City Surveyors</b>	<b>97</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>97</b>	<b>97</b>	<b>0</b>
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE &amp; LIBRARIES LOCAL RISK</b>	<b>9,352</b>	<b>2,338</b>	<b>2,039</b>	<b>(299)</b>	<b>9,352</b>	<b>9,106</b>	<b>(246)</b>

\* The main reason for the income surplus is due to income targets being exceeded at Tower Bridge during the first two quarters of the year.

## Highlights

Some of the highlights of Quarter 2 were:

- Mythical Maze – the 2014 Summer Reading Challenge saw 373 children take part in Mythical Maze of whom 201 read 6 books and completed it. They and their families were invited to the awards ceremony in the Great Hall, Guildhall on 22 September where children's author Kaye Umansky presented medals and certificates.
- During July and August Pete Frame's Rock Family Trees: Part 2 was a hugely successful Barbican Music Library exhibition. To launch it the Library hosted 'An Audience with Pete Frame', a sell-out, which saw the elusive journalist and author discuss his career for the very first time at a public event.
- The City Information Centre (CIC) has been selected as London's official tourist information centre for next year's Rugby World Cup. The event will take place over six weeks and feature 11 cities across the UK, with the final and semi-final matches taking place in London. The CIC will play a major role in assisting all rugby enthusiasts to plan their trips and visit more attractions while they're here.
- In 2013, the City out-performed London and the nation in terms of visitor growth (value and volume of tourists). The value of City visitors (direct expenditure) in 2013 totalled £957m, showing growth of 13% (London = 5%, England = 4%); while the number of visitors totalled 11.4m, a staggering 30% growth (London = 7%, England = -0.7%). Visits to City attractions was also strong with 6.3m / 15% growth (London = 12%, England = 3%).
- The new City of London Heritage Gallery opened to the public on Friday 12 September 2014. The permanent, purpose-built exhibition space at Guildhall Art Gallery will showcase a rotating selection of documents from the archives of the City of London. Headlining the opening display was the City's 1297 copy of Magna Carta; also displayed were documents illustrating London's response to the outbreak of the First World War.
- At London Metropolitan Archives the Emergency! London 1914 exhibition explored London as it was 100 years ago, looking at changes to the city and the lives of Londoners as the country went to war. A number of related events were held including a Summer College for A

level students in July and a day conference in September. Extracts and stories from documents held at LMA are being posted on a dedicated blog and Twitter feed in a volunteer project funded by the Heritage Lottery Fund.

- Guildhall Library staged a programme of exhibitions to commemorate the First World War – From Beef Tea to Battleships: Personal Stories from the First World War. Visitors had the opportunity to hear the personal stories of those who lived through it; view contemporary photography of sites which saw conflict; and pick a flower from a floral sky made of 9,000 poppies. A range of accompanying events covered differed aspects of the First World War – from women’s poetry to submarines – and featured speakers from the British Postal Museum and Archive and the Bank of England Museum. Feedback so far suggests that visitors were very moved by the personal stories presented.
- In Q2 the City Business Library introduced a new fee-paying 1-2-1 opportunity for people looking to start a business. Based on feedback, we identified the need that some people have in knowing what they should be researching, where to look for the information, and basically where to start. The team devised a programme, identifying 6 key steps for anyone starting a business. We then spend one hour with the customer working through the key points highlighting information they need and where to find it. Liaising with them beforehand, we identify their proposed business and tailor the sessions to meet individual needs whilst generating income for the service.

### **Business Risks**

8. Water leak problems encountered in the Whittington Room on the Lower Ground Floor of the libraries at Guildhall led to ceiling tiles being dislodged and water leaking in a venue used by the public. City Surveyor's Department have arranged for the pipes to be investigated and obvious cracks repaired; also to investigate the source of the leaks as a priority. In September 2014: The City Surveyor installed a temporary system to remove any water ingress. Highways and their contractor removed the paving and investigated the cause of the water ingress at street level. This did not cure the problem. The City Surveyor is undertaking further investigations and an asbestos survey was carried out on 28 October 2014.

### **Property Considerations**

9. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling £4.048M, which in conjunction with The City Surveyor’s Department. The City of London is investing in the future of their unique collection of historically important buildings, sites and artefacts. This expenditure aims to transform the sense

of the City as a destination and enhance the visitor experience to numerous places of historic interest. (See Appendix C). In addition to the Tower Bridge Glass Walkways project below, there are a number of other projects proposed for Tower Bridge which will require close coordination to ensure operations are maintained whilst efficiencies in delivery are explored e.g. the bundling together of some of the different projects.

#### The Lord Mayor's State Coach

10. The Gateway 4 report for the proposed £751,100 refurbishment of the Lord Mayor's State Coach, was not approved by the Project Sub Committee. However, approval was given for the production of a Conservation Management Plan for the State Coach which together with a phased cost plan, has been received. A revised Gateway 4 report is in preparation for submission to Committees in early 2015 which will recommend adoption of the Conservation Management Plan and a phased programme of works that will ensure that the coach is available for the Lord Mayor's Show each year.

#### Billingsgate Roman Bath House

11. The project to provide an access walkway above and across the Roman archaeology to enable conservators access and remove the fear of damaging the historically sensitive site has been completed. The more extensive project to include a DDA lift and longer walkway is currently on hold due to financial constraints. *(Update: Your committee agreed at the CHL meeting on 27 October 2014 that the Capital/HLF funded project to create a full functioning historical attraction was closed for the time being and that it be reviewed in three to five years' time.)*

#### Guildhall Art Gallery

12. There are two substantial projects underway with a combined budget of £1.2million. The creation of the Heritage Gallery within the Guildhall Art Gallery to display high profile/value items e.g. the Magna Carta, was completed in June 2014. The Gallery opened on 12 September 2014.
13. The lighting and dimmer control replacement works commenced on 4 August and was due for completion in three phases in October 2014. The first phase, the replacement of the lighting in the Main Gallery, Modern Gallery and the Basinghall Suite required a 7-week Gallery closure between 28 July and 11 September 2014. The works were of high risk, as the existing plans were inaccurate and surveys could only be carried out after the ceiling tents had been removed. Due to the late delivery of light fittings and the need to handover the site for the official opening of the Heritage Gallery, it was necessary to close out the tented ceilings without installing the replacement lighting, although temporary lighting has been

installed where required. The City Surveyor is currently considering different options for the Phase 1 installation of the light fittings to the Main Gallery. However, a closure over the Christmas period is considered unavoidable. The second phase which involved the replacement of the lighting in the lower ground floor galleries and the third phase, the replacement of the lighting in the Undercroft galleries have been completed.

#### London Metropolitan Archives Roof Project

14. A revised Gateway 4 report is scheduled to be presented to both Projects Sub and Culture Heritage & Libraries Committees in December & January 2014. Work on site is scheduled to start during summer 2015 subject to Member approval.

#### Tower Bridge Glass Walkways

15. A £990,000 project (led by the Director of the Built Environment) to provide a glass floor to the elevated walkway level to enhance the visitor experience and transform the sense of the City as a destination. Following failure to reach an agreement for construction, within the approved budget with Kier, Ekspan were appointed as main contractor. Works started on site in September, and completion is due at the end of November.

#### Tower Bridge – Car Park

16. Phase 1 of the Tower Bridge car park development (Block 9) is currently underway and is due for completion in January 2015. The development will consist of 43 social housing units to be managed by the Community & Children's Services Department and it will also provide Tower Bridge with 10 car parking spaces, a workshop, cycle bays, storage facilities, new control room and a loading bay with access from Tower Bridge Road.
17. The development of Phase 2, is currently progressing and planning and Listed Building consents have been approved. Work is anticipated to commence in December 2014. The project will extend and refurbish the existing operational accommodation and by glazing over the yard will provide a new restaurant as well as a wine bar in the redundant reservoir. The restaurant and wine bar will marketed and asset managed by the City Surveyor for the Bridge House Trust. In addition to the main works the entrance to the Engine Rooms will be relocated into the first bridge arch with a new glazed façade. Finally the reception and retail areas in the Engine Rooms will be refurbished to a high standard in order to complement Phase 2 and increase potential tourism related revenues.

## The Monument

18. The external screen and gallery lighting project of circa £105,000 is in the early stages. The brief requires considerable input from the City Planning Officer (Built Environment) to resolve planning issues. These involve integrating the screen within Skanska landscaping proposals for 11-19 Monument, which have not been finalised to date. Environmental Enhancement (Department of the Built Environment) are separately aiming to submit Gateway 1 report in early 2015 seeking approval to the landscaping in 2016, in conjunction with Skanska. (There has been minimal progress on the screen while Skanska and the Built Environment Department are reviewing the new building access and discussing the landscaping. The new development is currently on site with an estimated completion now put back to June 2016.)

### **Strategic Implications**

19. The work of the Department links clearly to the Corporate Plan and the City Together Strategy aims and objectives through its business plans. The business plans are part of a clearly defined annual planning cycle devised to improve the links between service and financial planning and drive service improvement.

### **Consultees**

20. The Town Clerk, the Chamberlain and City Surveyor's Department have been consulted in the preparation of this report.

### **Appendices**

- Appendix A – Progress against Key Objectives/Key Performance Indicators
- Appendix B – Financial Statement
- Appendix C – Capital Projects spend to date

### **Background Papers:**

Culture Heritage & Libraries Department's Business Plan, 2014–2015.

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Progress against Key Objectives and Key Performance Indicators 2014-2015 – Quarter 2 (01/07/14 – 30/09/14)

Ref:	Description	Annual Target	Q1 Progress	Q2 Progress	Q3 Progress	Status
						R/A/G
<p><b>Objective CHL1:</b> To enhance access to our collections by making catalogues and digitised archive content available for use online around the world, and broadening and deepening access in all its forms.</p> <p><b>Q1</b> - Overall usage is on target.  <b>Q2</b> - Overall usage is on target.</p>						G
KPI CHL1	To make the collections available to the public. [London Metropolitan Archives]	26 Million usages a) physical visitors b) other usages	<b>Q1</b> 6,608,792 usages a) 6496 (18,245 productions of original documents) b) 6,602,296 other usages (mostly online, but including 4837 remote enquiries)	<b>Q2</b> 6,406,083 usages a) 5897 (17,782 productions of original documents) b) 6,400,186 other usages (mostly online but including 5302 remote enquiries)		G
<p><b>Objective CHL2:</b> To optimise management of storage space in support of key policy priorities including City records management, external partnerships and collections building.</p> <p><b>Q1</b> – Progress this quarter has been steady, but below that achieved for the same period last year. However, progress is</p>						A/G

<p>not normally evenly split across all four quarters and is not consistent across different years as this is dependent on other areas of work such as new acquisitions, community and volunteer projects. Work is usually prioritised during LMA's annual two week closure in November and so most progress is expected during the third quarter. It is important to report that one of the projects that supports this objective, the London County Council/Greater London Council Property Services case papers review, has reached the half-way mark with 1250 linear metres of files appraised. (During this quarter we have destroyed a further 72 linear metres of Property Services material and appraised 4411 files with a 15% retention rate).</p> <p><b>Q2</b> - See comment under Q1 about overall progress. Another milestone reached this quarter is the completion of the appraisal of the Inner North Coroner's District case files 1965-95; work continues on Inner South and Eastern districts. With the Property Services project, 2131 files have been appraised this quarter; the retention rate remains around 15%.</p>						
<b>KPI CHL2</b>	Appraise and deaccession redundant items, and optimise storage. [London Metropolitan Archives]	1000m of shelves cleared	<b>Q1</b> 78.5m	<b>Q2</b> 48.8m		A/G
<p><b>Objective CHL3:</b> To explore and exploit opportunities to support and promote London's communities, collections and heritage.</p> <p><b>Q1</b> - 9,841 attendees to the Guildhall Library events and exhibitions programme. <b>Q2</b> - 6,964 attendees to the Guildhall Library events and exhibitions programme.</p>						G
<b>KPI CHL3</b>	To achieve a per annum increase of 20% in audiences to events, exhibitions, workshops and talks. (Base average figure revised from 700 to 4,000*).  [Guildhall Library]  <i>*In this reporting year, a separate gate counter was installed in the John Stow/Exhibition room. This has provided statistics for the number of visitors to that room which was not possible before. The figures have indicated that the base average figure of 700 is too low and this has</i>	20% p.a.	<b>Q1</b> Event figures: 1,483  Exhibition figures: 8,143  Visiting group figures: 215  Total: 9,841	<b>Q2</b> Event figures: 1,506  Exhibition figures: 5,228  Visiting group figures: 230  <b>Total: 6,964*</b> 45% + increase		G



	<i>now been revised accordingly.</i>		1,300+ % increase	*[Includes 110 extra visitors to Open House.]		
<p><b>Objective CHL4:</b> To develop and promote the departmental E-offering.</p> <p><b>Q1</b> – 6 new E-initiatives created and implemented.</p> <ol style="list-style-type: none"> <li>1. Introduction of Vine to Barbican Library</li> <li>2. GHIL advance order form for closed access material created</li> <li>3. Automated E-book and E-audio catalogue records to integrate with ALTO</li> <li>4. Creation of Penny Dreadful boards on Pinterest</li> <li>5. Launch of redesigned Prism with improved navigation and content pathways</li> <li>6. Videos created for Ebook downloads to PCs/Mac, Ipad and Android devices</li> </ol> <p><b>Q2</b> – 4 new E-Initiatives created and implemented</p> <ol style="list-style-type: none"> <li>1) CBL IT is now fully automated and self service</li> <li>2) Launched the EDS on all sites (replacing Onelog)</li> <li>3) '7 steps to the Library Vine' campaign completed</li> <li>4) 'Pick of the Week' e resource promotion on Tumblr</li> </ol>						G
<b>KPI CHL4</b>	Initiate 1 new E-initiative each quarter [Information Services Section]	4 e-initiatives per annum	<b>Q1</b> 6 e-initiatives created and implemented as above.	<b>Q2</b> 4 e-initiatives created and implemented as above.		G
<p><b>Objective CHL5:</b> To support the business community by developing a schedule of Advice Clinics.</p> <p><b>Q1</b> – One clinic run during this quarter. Three more are scheduled.</p> <p><b>Q2</b> – Three clinics run during this quarter.</p>						G
<b>KPI CHL5</b>	To provide a minimum of 10 day clinics [City Business Library]	20%	<b>Q1</b> 1	<b>Q2</b> 3		A/G

<p><b>Objective CHL6:</b> To support local SMEs by organising a programme of themed day events relating to international trading.</p> <p><b>Q1</b> - 1 during this quarter (Doing Business in India). Further dates are scheduled.</p> <p><b>Q2</b> - 2 during this quarter (Russia and Turkey). A further 3 sessions booked with speakers.</p>						G
<b>KPI CHL6</b>	To deliver a minimum of 8 sessions working chiefly with BRIC & MINT countries [City Business Library]	8	<b>Q1</b> 1	<b>Q2</b> 2		G
<p><b>Objective CHL7:</b> Consolidate and extend partnership working to improve the range and quality of services offered.</p> <p><b>Q1</b> – 20 partnerships achieved:</p> <ol style="list-style-type: none"> <li>1. Read and Relax group – partners SPICE/FoBL;</li> <li>2. Fusion;</li> <li>3. Health MOTs – partner TLCcare;</li> <li>4. Cityread partnerships: Stella Libraries – organisers of Cityread, City Guides – provided a special WW1 walk to tie in with Cityread theme;</li> <li>5. City of London Girls School – Year 10 reading group read and discussed Louisa Young’s book;</li> <li>6. Keats House – delivered an evening of WW1 poetry and readings, 1st World War Centenary Partnership – publicity and information;</li> <li>7. LMA – Cityread book group, 32 London library authorities – at Cityread meetings representatives shared knowledge and experience;</li> <li>8. City Police at Shoe Lane Library, City and Hackney Early Intervention and community psychology service;</li> <li>9. The artist Louis Sidoli at Barbican Music Library, ‘Most Wanted’ exhibition;</li> <li>10. The National Jazz Archive - the Music Librarian was invited to join a group of leading figures in the jazz world, to discuss the future of the Archive;</li> <li>11. Free ESOL class hosted weekly in term-time at Barbican Library in partnership with CoL Children’s &amp; Community Services Dept.;</li> <li>12. Dementia Awareness stand (partnership with Dementia Friends) and Dementia Awareness talk at Barbican Library;</li> <li>13. People’s Pianos, a partnership with GSMD. The Music Librarian attended the student teaching assessments at GSMD on May 16<sup>th</sup>;</li> <li>14. Authors Abroad – provided a WW1 poetry event for Yr 7 children;</li> <li>15. Read to Succeed volunteer training with the Tower Hamlets Education Business Partnership and Dept of Children’s and Community Services; Booktrust, National Children’s Book Week events. The Reading Agency - Mythical Maze 2014 Summer Reading Challenge; Reading Activists – 21 young adults recruited;</li> <li>16. 4 x Pop Up Library – Partnership with the Barbican Centre; exploratory meetings with Bishopsgate Institute; The Family Of Rock and Pete Frame for the Pete Frame exhibition and “An Audience with...”;</li> <li>17. eAudio demo with WF Howes; partnership with Homeless Person’s Unit to provide films Artizan St on Tuesday evenings;</li> </ol>						G

<p>18. partnership with MACE – looking at getting unemployed City Residents into construction jobs;  19. new work with “Faith in Portsoken”; and  20. Long Poem Magazine – launch of new edition 28/5 and next one planned for 12/11.</p> <p><b>Q2</b> – 14 partnerships achieved:</p> <ol style="list-style-type: none"> <li>1. Boxing, delivery and stock checking of a large number of donated books – partner The Society of Technical Analysts</li> <li>2. 3 x Pop Up Library on The Waterside Terrace, Partner – Barbican Centre</li> <li>3. 1 x Pop Up in Guildhall yard – Partner Guildhall</li> <li>4. Story telling event at the Fortune Park Community Festival, Partner - Friends of Fortune Park.</li> <li>5. A tour of the Music Library was provided for c.26 students, in partnership with the University of Mississippi.</li> <li>6. Ageing well (+Housing) consultation – partner Healthwatch</li> <li>7. New partnership with “Talking matters”, an organisation which delivers programmes such as Homework Clubs to both adults and children.</li> <li>8. 13.8.14 Mythical Mayhem event in Barbican Conservatory - partner Barbican Creative Learning. 194 people attended.</li> <li>9. Safeguarding briefings with Children’s &amp;Community Services Safeguarding team. Also arranged briefings at LMA, Tower Bridge, CIC and Guildhall.</li> <li>10. SRC presentation event held in the Great Hall, Guildhall - partnership with Remembrancers.</li> <li>11. Attended the first meeting of the City of London Academy (CLA) Southwark project with partners from Museum of London, Barbican Centre and Tower Bridge.</li> <li>12. Current exhibition: Music therapy – the art and science, and an event – partner The British Association for Music Therapy (BAMT)</li> <li>13. 3 x Freshers’ Fairs at music conservatoires: 1) Trinity Laban -9th; 2) Royal Academy of Music – 12th; 3) Royal College of Music -17th. These were done in partnership with Westminster Music Library and the Surrey Performing Arts Library.</li> <li>14. Public consultation in libraries on future transport plans – partner TFL</li> </ol>						
<b>KPI CHL7</b>	Minimum of 20 partnership projects/services delivered. [Barbican & Community Libraries]	<del>20</del> 40	<b>Q1</b> 20 projects	<b>Q2</b> 14 projects (as above)		<b>G</b>
<b>NOTE</b>	Although we have achieved the target number for this KPI, the “consolidation” aspect will take the rest of the year to complete. However, from Q2 onwards we have raised the annual target to 40 partnerships (minimum).					
<b>Objective CHL8:</b> To build on our e-strategy for books and e-commerce.						
<p><b>Q1</b> – 1,707 downloads in Q1 from 4,255 items in stock.  <b>Q2</b> – 2005 downloads in Q2 from 4,785 items in stock.</p>						<b>G</b>

<b>KPI CHL8</b>	6000 e-loans/downloads. [Barbican & Community Libraries]	6,000 p.a.	<b>Q1</b> 1,707 downloads	<b>Q2</b> 2,005 downloads		<b>G</b>
<p><b>Objective CHL9:</b> To develop and improve the educational offering at attractions within the VDS division and to successfully launch the Bridge Master's Learning Centre.</p> <p><b>Q1 –</b> On target. Progress to date includes the completion of focus groups and consultation activities for the Bridge Master's Learning Centre and the learning programme. Phase 1 development of the Learning Centre is also complete. For the formal learning programme, the team are ahead of schedule in finalising three unique workshops, which in combination will become the standard formal learning 'product' offered at Tower Bridge.</p> <p>Additional work undertaken includes a new partnership setup with the community engagement group (The Reader Organisation) with a programme of regular sessions in the pipeline. The Learning Team has also identified opportunities for aligning the Learning offering at Tower Bridge with UK-wide initiatives such as the Big Draw and National Science and Engineering week.</p> <p>The Learning Team is also assisting with the development of a new Education programme for the Heritage Gallery and in planning a programme of outreach family learning sessions for Keats House.</p> <p><b>Q2 –</b> All piloting and consultation has been completed, with the new formal learning programme at Tower Bridge launching on 14 October. In a period which should be relatively quiet for Learning in terms of the school holidays occurring within this quarter of the year, combined with the fact that the learning programme has not yet launched, it is positive that 11 uses of the Bridge Master's Learning Centre have been facilitated in Q2 for learning and community engagement groups.</p> <p>It should also be noted that the number of uses of the Learning Centre does not in isolation define the level of engagement with school groups – due to the access limitations of the facility combined with the locations and needs of certain schools, the learning programme has been piloted also as part of outreach programmes at school sites in the first half of the financial year and this type of work will grow in scope following the launch on 14 October.</p>						
<b>KPI CHL9</b>	To achieve 50 Group bookings at the Bridge Master's Learning Centre.	50 bookings p.a.	<b>Q1</b> 12 including schools and	<b>Q2</b> 23 including schools and		<b>G</b>

	[Tower Bridge]		community engagement groups	community engagement groups (cumulative)		
<p><b>Objective CHL10:</b> To successfully launch the Glass Walkways feature at Tower Bridge Exhibition to enhance the tourism and events business.</p> <p><b>Q1</b> – To the end of Q1, the planning stage for the installation of the glass Walkways feature has run to schedule (City Surveyor). In terms of launching and enhancing the new feature (within the control of CHL) this is also progressing to schedule: the dedicated marketing plan has been finalised and a part-time Creative Project Manager has been recruited. Research and design for complementary content has been carried out throughout June and the newly contracted PR company has been mobilised in relation to the glass flooring project, with progress reported regularly at the Glass Flooring Implementation meetings.</p> <p><b>Q2</b> – Following a change in the major contractor and the project transferring to the responsibility of the Department of the Built Environment, the glass flooring project has proceeded on schedule, with the first walkway due for launch to the public on 10 November and the second launching on 1 December. A number of promotional activities have been planned in alignment with this, including a press breakfast briefing, a launch reception on 18 November, a targeted programme of advertising, publicity endeavours and an entirely new website for the Bridge. Mitigation actions have been undertaken for both the tourism and the events business while each walkway is closed for installation works, and the complementary content for the new feature, including a light-box exhibition and state-of-the-art digital content are progressing to schedule also.</p>						<b>G</b>
<b>KPI CHL10</b>	To achieve the 2014/15 visitor income target for tourism. [Tower Bridge]	£3,637,000	<b>Q1</b> £1,125,710 (108%)	<b>Q2</b> £2,436,108 (111%) (cumulative)		<b>G</b>

## Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Q3 result	Rating
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	100%	100%		Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	75%	100%		Green
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	93.7%	93.3%		Green
SRS F	% of calls answered by voicemail	<10%	6.6%	7.1%		Green
<b>NOTES</b>	<ul style="list-style-type: none"> <li>• <i>SRS A and SRS B are not applicable for Culture Heritage &amp; Libraries Department.</i></li> </ul>					

**Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2014**  
(Income and favourable variances are shown in brackets)

Appendix B)

	Latest Approved Budget 2014/15 £'000	3 months to 30th September 2014			Forecast for the Year 2014/15			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Culture, Heritage and Libraries (City Fund)</b>								
Guildhall Library and Bibliographical Services	881	220	202	(18)	881	881	0	
City Business Library	544	136	134	(2)	544	544	0	
Barbican and Community Libraries	1,653	413	402	(11)	1,653	1,653	0	
Artizan Street Community Centre and Library	223	56	54	(2)	223	223	0	
Central Management of Culture Heritage and Libraries	779	195	193	(2)	779	779	0	
Guildhall Art Gallery	382	96	97	2	382	382	0	
London Metropolitan Archives	2,035	509	481	(28)	2,035	2,035	0	
City Records Services	1,057	264	255	(9)	1,057	1,057	0	
Visitor Services and City Information Centre	728	182	176	(6)	728	728	0	
	<b>8,282</b>	<b>2,071</b>	<b>1,994</b>	<b>(77)</b>	<b>8,282</b>	<b>8,282</b>	<b>0</b>	
<b>Culture, Heritage and Libraries (City's Cash)</b>								
Keats House	196	49	46	(3)	196	196	0	
Monument (City Cash)	(132)	(33)	(53)	(20)	(132)	(132)	0	
	<b>64</b>	<b>16</b>	<b>(7)</b>	<b>(23)</b>	<b>64</b>	<b>64</b>	<b>0</b>	
<b>Culture, Heritage and Libraries (Bridge House Estates)</b>								
Tower Bridge Tourism	(585)	(146)	(312)	(166)	(585)	(831)	(246)	1
	<b>(585)</b>	<b>(146)</b>	<b>(312)</b>	<b>(166)</b>	<b>(585)</b>	<b>(831)</b>	<b>(246)</b>	
<b>Total Culture, Heritage and Libraries Committee</b>	<b>7,761</b>	<b>1,940</b>	<b>1,675</b>	<b>(265)</b>	<b>7,761</b>	<b>7,515</b>	<b>(246)</b>	
<b>Total Planning and Transportation Committee</b>	<b>1,494</b>	<b>374</b>	<b>338</b>	<b>(36)</b>	<b>1,494</b>	<b>1,494</b>	<b>0</b>	
<b>Total Culture, Heritage and Libraries Committee - City Surveyors</b>	<b>97</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>97</b>	<b>97</b>	<b>0</b>	
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK</b>	<b>9,352</b>	<b>2,338</b>	<b>2,039</b>	<b>(299)</b>	<b>9,352</b>	<b>9,106</b>	<b>(246)</b>	

**Notes:**

1. The main reason for the income surplus is due to income targets being exceeded at Tower Bridge during the first two quarters of the year.

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2014/15 £'000	3 months to 30th September 2014			Forecast for the Year 2014/15			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Planning and Transportation (Bridge House Estates)</b>								
Tower Bridge Operational	1,494	374	338	(36)	1,494	1,494	0	
<b>Total Planning and Transportation Committee</b>	<b>1,494</b>	<b>374</b>	<b>338</b>	<b>(36)</b>	<b>1,494</b>	<b>1,494</b>	<b>0</b>	
<b>TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK</b>	<b>1,494</b>	<b>374</b>	<b>338</b>	<b>(36)</b>	<b>1,494</b>	<b>1,494</b>	<b>0</b>	



**Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2014**

Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2014/15 £'000	3 months to 30th September 2014			Forecast for the Year 2014/15			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>City Surveyor (City Fund)</b>								
Lower Thames Street - Roman Bath	9	2	0	(2)	9	9	0	
	9	2	0	(2)	9	9	0	
<b>City Surveyor (City's Cash)</b>								
Mayoralty and Shrievalty	88	22	26	4	88	88	0	
	88	22	26	4	88	88	0	
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK</b>	<b>97</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>97</b>	<b>97</b>	<b>0</b>	

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## Capital Projects - Quarter 2, 2014-15 update

**Planning Ahead** - The following Culture Heritage & Libraries projects will require around £4.048M of capital expenditure in the next 5 years.

Brief description of potential project	Estimated cost	Expended Prior to 30 June 2014	Indicative source of funding	Indicative timetable for project
<b>Guildhall Art Gallery – Heritage Gallery</b> – construction	£612k	£510k	City's Cash	Work started in February 2014; opening in September 2014 however later closure Christmas 2014 and works to complete 2015
<b>London Metropolitan Archives</b> - The renewal of the roof	£1,375-£1,725K; part of 20-yr plan	£16k	City Fund / General Revenue Reserves	Planned to begin Summer 2015
<b>Tower Bridge</b> – Glass Walkways	£960K	£339k	Bridge House Estates	Works commenced September 2015
<b>Lord Mayor's Show Historic Carriages</b>	£751,100	£173k	City's Cash	Phased programme to be determined.

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# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Hospitality Working Party - For decision	21 October 2014
Corporate Asset Sub (Finance) Committee - For decision	21 November 2014
Culture, Heritage and Libraries - For decision	24 November 2014
Policy & Resources - For decision	11 December 2014
<b>Subject:</b> Animating Guildhall Yard: a proposal for enhanced public use	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Decision</b>
<p><b>Summary</b></p> <p>As part of the Guildhall Area Strategy (developed in May 2011), enhancements to encourage greater public use of Guildhall Yard were proposed. A significant programme of research has since taken place and this report outlines proposals that are the starting blocks for achieving a space better enjoyed by the City's communities.</p> <p>Given the need to avoid disturbance to residents and workers in close proximity of the Yard, to minimise the impact on the non-commercial use of the Guildhall, including by Members, and on those hiring Guildhall for events, and to align with the aspirations of the service-based review, this report seeks approval for a programme of low-level, cost-neutral activity only (covering all overhead costs from the Guildhall Function Team and others), with the potential for profits in future years once greater footfall is achieved.</p> <p>These activities include a market on Court of Common Council days and a temporary bar serving food and drink at occasional special events and throughout August when – with Guildhall closed for maintenance and no bookings being sought – if the maintenance works allow, a fuller programme of activity may be realised. This programme may include open-air art and/or sculpture exhibitions, craft demonstrations, pop-up libraries, concessions for vendors (such as artisan ice-cream makers), and/or small scale performance activity with little or no noise impact.</p> <p>In addition, it is proposed that the specification for Yard usage in appendix 1 be widely promoted to potential activity providers to enhance the quality of our offer in August; that more chairs and tables are put out over the summer months to cater for growing audiences; and that use of the Yard is more vigorously promoted as part of one-off City or London-wide exhibitions, events and celebrations, especially events that can take place at weekends without interfering with the commercial use of the buildings at that time.</p>	

## **Recommendation(s)**

Members are asked to:

- Endorse the proposition to animate Guildhall Yard in order to encourage greater public use while observing necessary sensitivities, and avoiding any prejudice to commercial lettings.
- Approve the proposal for a market to take place in the Yard on Court of Common Council days (usually nine a year), more regularly in August (when Guildhall is unavailable for private hire, subject to maintenance needs) and on special occasions, delegating authority to the Director of Culture, Heritage and Libraries (CHL) to agree specific dates aligned with the restrictions outlined in this report.
- Approve the proposal for a bar to serve food and drink in the Yard for three weeks in August (lunchtimes and early evenings), on condition that relevant licensing legislation and the restrictions outlined in items 8 to 14 are observed (with delegated authority granted to the Director of CHL to review continuance in light of any public order or other issues).
- Delegate authority to the Director of CHL to programme the Yard for three weeks in August aligned with the type of activity outlined in item 20 and the restrictions necessitated by consideration of nearby resident and worker communities, as well as any access or other requirements derived from the August maintenance programmes for Guildhall and Guildhall Yard.
- Approve the promotion and distribution of the technical specification for the Yard (appendix 1), noting the need to include access and egress to the church of St Lawrence Jewry as discussed in item 8, so that a wider range of potential activities may be identified and the quality of these is enhanced beyond the limited pool of those who approach us currently.
- Delegate authority to the City Surveyor, Director of the Built Environment, Remembrancer and Director of CHL to identify and agree on an area within the Yard where public art and sculpture installations may be hosted throughout the year.
- Note and agree that any proposals for new activities in the Yard will be planned in consultation and with the agreement of the Remembrancer, the City Surveyor and the Chief Commoner as appropriate, to ensure that priority is given to commercial hospitality and other lettings of Guildhall space, and to ceremonial or official City functions, and that the needs of the annual maintenance programme are respected.

## **Main Report**

## **Background**

1. As part of the Guildhall Area Strategy 2011, enhancements to encourage greater public use of Guildhall Yard were proposed and an options paper was commissioned from consultants Lacuna PR in March 2014.
2. This report is available on request from CHL and outlines a range of ideas. However, these would require significant funding at a time when local risk budgets are being heavily tested by the service-based review.
3. Officers therefore agreed to undertake further research to determine if any of the ideas proposed could be run at a profit or, at least, delivered with a cost neutral outcome. Drawing parallels with similar, mixed-use spaces (such as Somerset House) and talking to them and their suppliers to gauge the level of commercial interest and potential for a profitable return has informed the proposals in this report.
4. The Lacuna paper (para 1) had already captured the views and ideas of many officers with an interest in the Yard. From these, it was established that any activity would need to ensure that there is no negative impact on general use of the Guildhall for ceremonial or other non-commercial use, revenues derived from the hire of Guildhall or on the lives of residents and workers occupying buildings in close proximity to the Yard (these are listed in paras 8 and 9).
5. Whatever is done, the message from most of those consulted is “start small and build”. Premium hire rates cannot be charged to markets, exhibitors or producers unless a guaranteed and strong footfall can be evidenced and this will grow gradually.
6. Such an approach fits well within the restrictions discussed in items 8 to 14 and it is for this reason that a programme of low-level activity with a minimal return is proposed. In later years, providers may pay increased dividends for higher footfall and the Yard may be more able to market itself as a venue in its own right, growing this programme and developing a robust charging strategy for new and current users, if it is seen as workable and appropriate to the Guildhall venue hire business model.

## **Current Position**

7. Guildhall Yard is currently used for a wide range of activities. Throughout the summer months, tables and chairs are put out on weekday lunchtimes to encourage City workers to come and enjoy the space and a series of events is permitted to take place year-on-year. These include a week of concerts from the City of London Festival, race starts such as the Bloomberg Square Mile Relay and public ceremonial events such as the Lord Mayor’s Show and Cart-Marking. The Yard is also a popular site for public art (sculpture and other installations) and hosted the Wenlock and Mandeville statues during the 2012 Games and – more recently – *Books About Town*. No charge is made to the providers of these activities and no charging scale to hire the Yard only (without hiring Guildhall) is currently established.

8. The Yard, however, is an integral element of the public and private/corporate event offer at Guildhall. It can play a role in events, such as for State Visits, or as part of a commercial event, and, vitally, is the access route to Guildhall, used for loading and unloading at events, and for deliveries and collections, including those for the Gallery. Any activity must therefore accommodate access and egress routes and emergency exits as specified on the map in appendix 1 which will, in addition, need to consider access routes to the church of St Lawrence Jewry as well.
9. The Yard is surrounded by offices that are occupied by workers Monday to Friday. It is also the backyard to accommodation above St Lawrence Jewry where the vicar and his family reside. Any programming must therefore avoid disturbing these communities and it has been suggested that no noisy activity is permitted to take place at the following times:

Mon-Fri	10:00 to 15:30
All days	Before 09:00 and after 21:00

\*all times to include load in/out times

10. It is also suggested that at least four weeks' notice is given to residents ahead of any activity and that this is a mandatory requirement for an event to take place. In addition, the church must be consulted before any activity is formally confirmed, noting that weekend weddings and bell-ringing may have a significant impact on any event held (or vice versa).
11. The Yard is included in the Premises License held by the Guildhall which permits the sale of alcohol, exhibition of film and live performance. The weight bearing limit for infrastructure is 30 tonnes and the maximum capacity for any event is suggested to be up to 1000, although this varies in parts and will need to be considered with the Guildhall Function Team. Degradation to the paving of the Yard will also need to be factored into any activity and preventative measures taken or the application declined.
12. Regardless of access and egress issues, it has been established that those who hire Guildhall may well expect the Yard to be free of activity and that this can influence their decision when making a booking. In order to avoid detriment to the Guildhall's letting capacity, it is agreed that weekday activity should be limited to Court of Common Council days, when it is known that no Great Hall booking will be taken, and for up to three weeks in August when Guildhall is closed for maintenance.
13. This works well in that dates are known in advance and so activity may be advertised. However, for Court of Common Council days, there is an issue in that they do not consistently fall on a particular day each month and that this irregularity may impede the growth of footfall with workers not knowing which day to expect something to be happening. It is also necessary to bear in mind that use of the Yard may need to be cancelled



with little warning if, for example, an event (such as a speech by a foreign leader) is organised at short notice and security considerations require the Yard to be kept clear.

14. Chairs and tables are currently put out by Guildhall Function Team during the summer months and it is noted that these are fully utilised when the weather is good. While there is plenty of capacity within the Yard to offer more furniture for use by the public on weekday lunchtimes, storage of increased stock will be an issue as current stock is already causing problems. This would need to be resolved prior to increasing seating opportunities.
15. With the launch of the Heritage Gallery in September 2014, a new campaign to promote all Guildhall cultural/heritage elements under the collective banner of “Guildhall Galleries” has been instigated. A leaflet distributed across London, a guidebook to all areas of the complex and an app that helps drive footfall between constituent parts are part of this. The time is therefore right for a more dynamic and exciting offer within Guildhall Yard that can exist within the parameters discussed above.

## Options

16. A series of options fit these parameters and Members are asked to consider and approve these (noting that no one option excludes or is reliant on another).
17. **OPTION 1: increase the number of tables and chairs on weekday lunchtimes over the summer months to further encourage the working community to enjoy the Yard**
  - a. A ball park cost of £2,000 to be met from the local risk budget of CHL is suggested, with this recouped from any small profit made on hiring the Yard for the other activities described
  - b. Chairs and tables will remain around the periphery of the Yard as this is the preferred position for users)
  - c. Options for storage would need to be investigated and a solution to this identified before new stock is ordered
  - d. The chairs and tables would continue to be set up and taken in by the Guildhall Function Team but there is a capacity issue; increased resource would need to be identified, especially in August when the team take leave as the Guildhall has no events
18. **OPTION 2: a market is established in the Yard on Court of Common Council days, for special one-off City events where there is no conflict with existing or potential Guildhall bookings or other uses of Guildhall, and once a week or more regularly during August**
  - a. Court takes place on nine dates throughout the year; these are known and can be advertised in advance to City workers

- b. Initial investigations indicate that a few market providers are interested in exploring the opportunity but without guaranteed footfall and given the irregularity of the dates is likely to impede growth (item 13), most are unwilling to offer more than £250 per market
- c. It is suggested a food market will have most appeal with City workers and, as this is not a day (Thursdays) when One New Change offer the same, competition should be less intense
- d. Speciality markets such as craft, art or Christmas offerings may be used to complement the food offer or replace it for special events
- e. Market providers would be required to manage logistics, and any environmental health requirements, submitting all relevant health and safety documentation, risk assessments, traffic management schemes and other relevant details well in advance of each market; approvals would be co-ordinated by CHL
- f. The income would be accrued in a central pot to fund other activity but would first need to cover any costs related to cleansing, power supply or additional staffing, including the overheads incurred by the Guildhall Function Team; if any profits are left, these would be set against the cost of the chairs described in item 17a

**19. OPTION 3: a temporary bar serving food and drink within the Yard is provided at special one-off events where there is no conflict with existing or potential Guildhall bookings or with ceremonial or other non-commercial use of Guildhall and throughout August when Guildhall is closed for maintenance**

- a. The bar would operate over lunchtimes (12:00 to 14:30 is suggested) and in the early evening (17:00 to 19:00)
- b. Get-in and out is estimated at two to three hours and should not impact on the activity parameters described earlier
- c. The provider supplies all infrastructure (bar, marquee if required, chairs and tables etc (although these may be those discussed under item 17, saving overhead costs)), manages logistics, and any environmental health requirements, submitting all relevant health and safety documentation, risk assessments, traffic management schemes and other relevant details well in advance of the tenure
- d. It is initially suggested that a straight split of profit is the financial model used after overheads for set-up, staffing and cleansing have been taken away (return is likely to be minimal but there is no financial risk to the City Corporation); without a guaranteed footfall, we are in a weak bargaining position
- e. Delivery of this option will be subject to the agreement of the City Police, licensing, environmental health and security and contingency planning; its continuance in light of any public order or other issues would be determined, it is suggested, by the Remembrancer and Director of CHL under delegated authority

- 20. OPTION 4: a fuller programme of activity throughout the three weeks in August, the make-up of which will be determined by the Director of CHL under delegated authority, and which will be organised so as not to prevent or delay any maintenance works**
- a. The programme will observe the noise and other restrictions discussed earlier and may include an open-air art exhibition, craft demonstrations, pop-up libraries, concessions such as artisan ice-cream sellers and/or small scale performance activity with little or no noise impact
  - b. In all cases, activity will be delivered on a cost neutral or nominal hire fee basis (it is suggested that in year one, any fees are kept to a minimum in order to attract contributions of merit)
  - c. To ensure the highest quality provision of activity, it is suggested that the technical specification provided in appendix 1 is amended to include access and egress routes to the church and then vigorously promoted to the industry soliciting proposals for these three weeks; similarly, aligned with consultation feedback for the City's new cultural strategy, the specification should target cultural entrepreneurs in a bid to attract innovative and unique draws

- 21. OPTION 5: a small, pre-selected area is identified within the Yard where sculptures and art installations may appear throughout the year (as approved by the City Arts Initiative and the CHL Committee) to drive footfall as part of an art trail or as an iconic draw in their own right**

- a. The area will be identified in consultation with the City Surveyor, Director of the Built Environment, Remembrancer and Director of CHL under delegated authority
- b. It will be a discreet area to ensure minimum impact on event bookings and the ceremonial or other non-commercial use of Guildhall, but as prominent as possible for the public to see and access
- c. All installations would need to meet weight bearing requirements and be befitting of the location and profile of Guildhall as the seat of City government, as determined by the Remembrancer and Director of CHL and the church of St Lawrence Jewry, as determined by its vicar

22. The increased activity in the Yard should not displace vehicles onto the highway given the times and dates proposed; if this should happen then providers and your officers in CHL would be required to seek the appropriate highway approvals.

### **Proposals**

23. Members are recommended to endorse all or any one of the options listed in the previous section noting that, through delegated authority, the Remembrancer and/or Director of CHL will ensure that:

- a. All elements of the programming are befitting to the Yard, Guildhall and the City Corporation
  - b. All activity is undertaken on a cost neutral or profit basis with no financial risk to the City Corporation
  - c. Activity will be adapted in response to public reception and the bar element suspended in the event of public order issues or interference with other Guildhall activities
  - d. The Yard's residents will be fully consulted before activity is confirmed (especially with regard evening and weekend events), and their views will inform timings, noise levels and other relevant factors
  - e. Activity will be permitted only if it does not prejudice the other uses of the Guildhall including the Guildhall's ceremonial, policy-related and commercial use, and that any activity will be suspended if it is identified to be detrimental in any way to the public or private functions of Guildhall
  - f. Advice will be sought from the Director of the Built Environment for all activities where planning permission may be required
24. It is proposed that any income derived from the hosting of the programming described is held by CHL with charges for cleansing, power and/or additional staffing (as appropriate) being set against this. The remainder (if any) should be invested into delivering the summer programme and put towards the purchase of new chairs and tables.

### **Corporate & Strategic Implications**

25. The proposals are aligned with the City Corporation's Corporate Plan KPP5 ("increasing the impact of the City's cultural and heritage offer on the life of London and the nation") in that they support our objectives to implement the cultural and visitor strategies for the City and to develop and improve the physical environment around our key cultural attractions.
26. The animation of the Guildhall Yard is specifically referenced and supported in both the City's Visitor Strategy 2013/17 (action A1.3) and its Cultural Strategy 2012/17 (under the *Breaking down Barriers* theme).
27. It is also supported within the Guildhall Area Strategy 2011 under the theme of *Identity and welcome: informal activity*.

### **Conclusion**

28. Guildhall Yard is an architecturally magnificent space that invites exploration and enjoyment. It is surrounded by an enviable cultural offer, the components of which include the Guildhall Art Gallery and Roman Amphitheatre. Historically, it has been a high profile public space, at the heart of the City, with the kind of popular recognition and placemaking that is commonly found in similar key municipal squares in other European cities.

29. The Yard however is underutilised today by the City's publics and, to some, can seem sterile and foreboding without visual draws and event-based activity to welcome them in.
30. Some excellent work has already taken place with the introduction of chairs and tables in the summer months and a slow build of one-off special events such as the 2014 City Life Community Fair and the City of London Festival. However, more needs to be done if this is to truly be a "space for the people" and way of raising the City Corporation's profile as a provider of valued services within the Square Mile.
31. With a new campaign to launch Guildhall Galleries underway, the time is right to investigate options but these must be balanced with the needs of local resident and worker communities and the service-based review which – more than ever – emphasises our need to deliver activity that does not prejudice the growing commercial income derived from Guildhall lettings and is itself risk-free financially by ensuring that the activity we deliver is cost neutral at the least.
32. The proposals in this report do just that. With a programme of low-level, low-impact, cost-neutral activity, the appetite for a more animated space can be tested amongst the City's communities and with activity suppliers, while the City Corporation can gauge the benefits and drawbacks without detriment to its income potential.
33. The approach set out here will bring greater footfall at Guildhall attractions, and enhanced profile for the City Corporation, while enabling us to realise the value of the Yard as a hireable space for commercial lets. At the same time, it helps to bring the City's communities into one of London's best built spaces and to enhance their enjoyment of working, living, visiting or just being in the City.

## **Appendices**

- Appendix 1 – Guildhall Yard Technical Specification

## **Background Papers:**

"Guildhall Area Strategy – update report", presented to the Corporate Asset Sub-Committee on 30 April 2013 and Policy and Resources Committee on 2 May 2013

## **Nick Bodger**

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# Guildhall Yard

The Guildhall Yard stands at the heart of the City of London and provides an imposing backdrop for a wide range of events and exhibitions

The City of London is looking to expand the use of Guildhall Yard and establish it as a venue for public events.

Its historic and beautiful surrounds, large size and central location make it the perfect place to host a wide range of activities.

We are looking for ideas to animate the Yard throughout the year. In particular we are focusing on the month of August when we are able to guarantee its exclusive use.

Projects must:

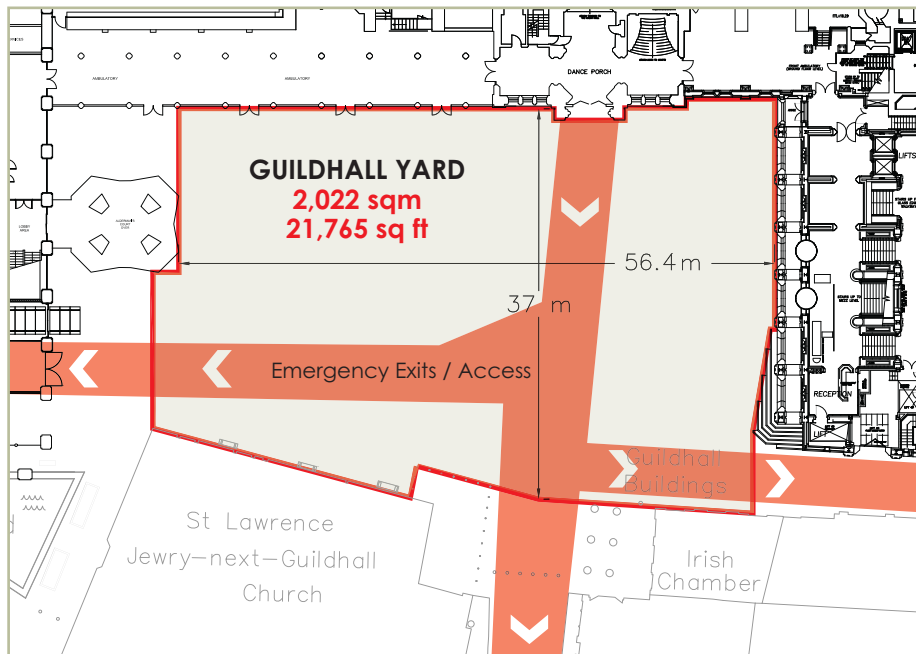
- Generate income or – at the very least – be cost-neutral for the City of London (a hire fee may be applied in the case of commercial ventures)
- Be accessible to the general public (although can be ticketed)

- Increase visitor numbers to the Yard, appealing to City workers and/or visitors to the Square Mile, including tourists and families
- Be practical given the following specification, bearing in mind particularly the restrictions on noise

We are open to any idea that fulfils the above criteria. A few suggestions for guidance are:

- A food/ drinks offer
- Enhanced seating offer
- Exhibitions or installations
- Live performance





## Background

As the home of the City of London Corporation, Guildhall has been the centre of City government since the Middle Ages. Indeed remains of a long-lost amphitheatre discovered in 1987 underneath the Yard indicate the site was significant as far back as Roman times. The present Guildhall, which borders the north of the Yard, was built in 1411 and, having survived both the Great Fire of London and the Blitz, is the only secular stone structure in the City dating from before 1666. On the east of the Yard stands the Guildhall Art Gallery, home to the City's art collection, whilst the western aspect houses the Guildhall Library and City Corporation offices.

**The Guildhall Yard is already used for a wide range of one-off events. These include an annual week of music each summer as part of the City of London Festival, City ceremonial events such as the Lord Mayor's Show and corporate hires.**

## Specifications

**Dimensions:** 56.4 x 37m (2,022 sqm) emergency access routes must be kept clear of infrastructure as marked on the map

**Weight loading:** max 30 tonnes

**Capacity:** approximately 1000 but variable depending on the additional infrastructure within the space

**Licensing:** the Guildhall Yard is included in the Premises License held by the Guildhall which permits sale of alcohol, exhibition of film and live performance

**Noise:** the Yard is surrounded by offices which means that no noisy activity can take place Monday to Friday, 10.00 – 15.30. These hours may be extended depending on other activity taking place in the surrounding area. A small number of residents live on site which precludes early morning or late night noise (including load-in/out), unless specifically agreed in advance

**Availability:** due to hires within the Guildhall and other activity taking place in the Yard availability is limited and subject to change. However, the month of August, when the Guildhall is closed for maintenance, can be booked out well in advance allowing for activity to take place over a longer period of time. Weekends also have greater availability

## Guildhall Yard

**Gresham Street, City of London, EC2V 5AE**

For further information, or to submit a proposal, please contact the City Culture Executive on [02073321007](tel:02073321007) or [publicart@cityoflondon.gov.uk](mailto:publicart@cityoflondon.gov.uk)



<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage & Libraries	24/11/2014
<b>Subject:</b> London Metropolitan Archives: the <i>Speak Out London - Diversity City</i> grant award and its ongoing work with the LGBTQ community	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage & Libraries	<b>For Information</b>
<b>Summary</b>	
<p>This report provides information on the recent Heritage Lottery Fund grant to LMA of £86,000 for <i>Speak Out London - Diversity City</i> and an update on the partnership work that it undertakes with the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) community.</p>	
<b>Recommendation(s)</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### Background

1. London Metropolitan Archives' core activities encompass the collection of records of London's rich past history and its vibrant and diverse present, for the use and benefit of present and future generations. This is in line with the City's Corporate Plan, specifically its Key Policy Priorities to maximise '*the opportunities and benefits afforded by our role in supporting London's communities*' and to increase '*the impact of the City's cultural and heritage offer on the life of London and the nation*'. It also supports the Cultural Strategy strand *Breaking down Barriers* as well as the Culture, Heritage and Libraries departmental strategy '*to refocus our services with more community engagement and partnership with others*'.
2. LMA approaches community work by developing close links with organisations and individuals operating in the same field, typically through community engagement initiatives e.g. in this area with the Hall-Carpenter Archives and the Bishopsgate Institute; involving individuals as external advisors on LMA steering groups e.g. for the annual LMA led LGBT conference; and by sitting on the steering committees of external groups e.g. Rainbow Jews.

### Current Position

3. In July 2014 London Metropolitan Archives was awarded a grant by the Heritage Lottery Fund of £86,000 for *Speak Out London – Diversity City*. This

is an LGBTQ oral history project running from September 2014 to August 2016.

4. -The project will establish a community LGBTQ oral history/memorabilia archive at LMA, made available online and on site at LMA through our Mediatheque facility, which will record individual and community histories dating from 1945 to the present day. This new contemporary archive will form a powerful community collection to complement and challenge more formal historical records which, while important in themselves, do not tell the full story of London's LGBTQ history.
5. The project team will work closely with participants and volunteers, providing a rich programme of activities and events over the next two years. There will also be training and education opportunities which will support groups wanting to run their own oral/ memorabilia history sessions in the future. The *Speak Out London – Diversity City* archive will form a central part of LMA's service, ensuring its continuing development in the years ahead.
6. *Speak Out London - Diversity City* is only the latest development in LMA's longstanding work with the London LGBTQ community. Events and activities include:
  - An annual archives and history conference, organised by LMA since 2003, with speakers such as Peter Tatchell, Stella Duffy and Maureen Duffy
  - Regular attendance at the annual Pride festival in London
  - Participation in the national LGBTQ History Month, now in its tenth year. LMA will be making a presentation on its work at the LGBTQ History Month Festival in Manchester in 2015.
  - Regular seminars, talks and other events at LMA, including an LGBTQ History Club, which has attracted interest from other institutions wanting to replicate the engagement model.
  - Presentations at other events, such as the international LGBTQ Conference in Amsterdam in 2012 and Sutton House in 2013.
  - A partnership project for the past four years with Middlesex University students training in teaching Citizenship. As part of that work LGBTQ History resources for schools are being developed which support classroom activities linked to current affairs and Personal, Social and Health Education.
  - As part of the City's Education Strategy, work with the Museum of London and the Barbican Centre to develop a co-ordinated offer to support secondary schools address in the classroom issues such as homophobia, racism, gang culture and substance abuse, where each institution has specific experience.
7. In parallel with these community engagement activities LMA's Collections team has been actively seeking high quality archives to add to the holdings. These include papers from
  - Campaign for Homosexual Equality: Southwark/Lambeth Group
  - Lesbian Gay Bisexual and Transgender Advisory Group (advisors to the Metropolitan Police Service)

- 'rukus! Federation Limited, an organisation working with Black artists and activists
  - Individuals including Dr Gillian Spraggs and Peter Tatchell
8. There is also a strong strand of volunteering activity from the LGBTQ community; volunteers work regularly on the 'rukus! collection and in support of conferences and community events.
  9. LMA has also been invited to host the sixth international LGBTQ Archives, Libraries, Museums and Special Collections Conference in 2016 and this is currently being explored.

### **Conclusion**

10. Achieving the Heritage Lottery Fund grant award for *Speak Out London - Diversity City* represents a step change in LMA's work with the LGBTQ community and will be a significant and innovative project in its own right.

### **Appendices**

- None

### **Geoff Pick**

Director London Metropolitan Archives

T: 020 7332 3833

E: [Geoff.pick@cityoflondon.gov.uk](mailto:Geoff.pick@cityoflondon.gov.uk)

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# Agenda Item 10

<b>Committees:</b>	<b>Dates:</b>	<b>Item no.</b>
Corporate Projects Board Projects Sub Culture Heritage and Libraries Planning & Transportation	07/11/2014 09/12/2014	
<b>Subject:</b> Replacement of High Level Walkway Roof Coverings including New Insulation and Replace/Repair of North and South Tower Roofs – Tower Bridge	<b>Gateway 1 &amp; 2 Project Proposal</b>	<b>Public</b>
<b>Report of:</b> City Surveyor		<b>For Decision</b>

## Project Summary

<p><b>1. Context</b></p>	<p>Tower Bridge exhibition is open 362 days per year attracting around 550,000 visitors and the walkways provide unique views of East and West London as well as housing exhibitions.</p> <p>The walkways are also available for hire with approximately 100-120 private and corporate events taking place each year which include receptions and dining as well as tailor-made settings to meet the clients' needs.</p> <p>As a unique award winning venue it is important to provide a welcoming environment for visitors/clients as well as ensuring that the integrity of the structure is accordingly maintained.</p>
<p><b>2. Brief description of project</b></p>	<p>The two high level walkways span between the North and South Towers. The first aspect of the project comprises the replacement of the profiled metal roof covering whilst also upgrading the insulation in these roofs. This will remedy a long standing problem of leaking roofs and minimising heat loss.</p> <p>The second aspect is to replace/repair the roofs on the North and South Towers as needed. A problem in the North Tower results in significant water ingress during heavy rain despite numerous patch repairs over the past 10 years. The extent of the works on the towers will be decided following an appropriate survey</p>
<p><b>3. Consequences if project not approved</b></p>	<p>There have been problems at various times with water penetration through these roofs during heavy rain and wind, particularly the walkway roofs and North Tower roof. Temporary repairs have been carried out using abseiling contractors but further problems can be expected in the future. Continued water ingress is likely to cause internal fabric and potentially structural damage if allowed to continue long term.</p> <p>The heat losses to the walkways are excessive due to their very exposed location. Additional heating pipework and radiators were installed in the walkways in 2013. The proposed insulation to the roofs will reduce the heat losses from the walkways and so improve the effectiveness of the heating. . It is anticipated that the project will give rise to savings on running costs including energy and on-going maintenance</p> <p>If the proposed work is not carried out the condition of the</p>

	property asset will continue to deteriorate increasing the operational maintenance costs and the existing operational difficulties will increase
<b>4. Success criteria</b>	No water penetration Reduced heating costs The property asset is safeguarded Reduced ongoing maintenance costs.
<b>5. Notable exclusions</b>	No insulation works are recommended for the North and South Tower roofs because only repairs to particular areas are expected on these roofs. If on investigation, more extensive work is needed then installation of insulation will be considered
<b>6. Governance arrangements</b>	<b>Spending Committee:</b> Planning and Transportation Committee <b>Senior Responsible Officer:</b> Alison Hurley <b>Project Board:</b> No

### Prioritisation

<b>7. Link to Strategic Aims</b>	SA2: To provide modern, efficient and high quality local service and policing within The Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.  SA3: To provide valued services to London and the nation
<b>8. Links to existing strategies, programmes and projects</b>	S2 City Destination: To transform the sense of The City as a destination (See section 12)
<b>9. Project category</b>	7a. Asset enhancement/improvement (capital)
<b>10. Project priority</b>	B. Advisable

### Options Appraisal

<b>11. Overview of options</b>	<ol style="list-style-type: none"> <li>1) Do nothing – this would require a continuation of the existing reactive maintenance regime.</li> <li>2) Defer the entire project and continue with further patch repairs i.e. continue as 1) above until the project is implemented (period to be determined)</li> <li>3) Complete the work on the roofing and insulation above the walkways and defer or cancel the roof replacement/repair on the North and South Towers – whilst it is not essential to complete the Tower roofs at the same time as the walkway, it will be financially and operationally advantageous to complete the work as a single project. This would also mean that the significant leak to the North Tower roof will continue (period of deferral to be determined)</li> </ol>
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	4) Do both the walkways and tower roofs as proposed The merits of each option to be evaluated prior to next Gateway (See 28)
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## Project Planning

### 12. Programme and key dates

#### **Overall programme:**

#### **Key dates:**

Gateway Report 1 and 2 to Corporate Projects Board 7 November 2014 and Project Sub Committee 9 December 2014

Appoint consultants to prepare budget estimate and outline design Dec 2014

Undertake survey works Jan 2015

Gateway 3/4 to CPB & Committee Apr 2015

Detailed design starts Apr 2015

Statutory approvals received Jul 2015

Detailed design complete Jun 2015

Invite tenders July 2015

Tenders received Aug 2015

Gateway 5 - Sept 2015

Appoint contractor Oct 2015

Start on site Dec 2015

Complete Apr 2016

An alternative programme will be followed if project is to be done in tandem with the bascule re-decking project (see below)

#### **Other works dates to coordinate:**

Installation of floor glass panels in the high level walkways – completion due Dec 2014

Control room relocation – works have started, due for completion Oct 2015

Bridge Master's Phase II project - programmed dates Oct/Nov 2014 to Oct/Nov 2015

Refurbish the shop – this will follow on from Bridge Master's Phase II project late 2015/early 2016

Upgrade to heating system for Towers and Walkways – programmed for summer 2015 if approved

Re-decking of bascules/pavement 3 month road closure – current schedule is for late 2016

Further works will be undertaken to determine if any opportunities to exist to combine works with any of the above projects. As the re-decking project also includes significant road closures it makes sense to investigate the possibility of

	completing both projects at the same time – See section 22
<b>13. Risk implications</b>	<p><b>Overall project risk:</b> Medium</p> <p>Delay or refusal of obtaining statutory consents</p> <p>Conditions Imposed by statutory consents</p> <p>Scope of work could change as project progresses.</p> <p>Adverse weather during works</p> <p>Programme fitting around other planned works at Tower Bridge</p>
<b>14. Stakeholders and consultees</b>	Culture, Heritage and Libraries, Chamberlain's, Comptroller and City Solicitor's, Tower Hamlets/Southwark planners, English Heritage

### Resource Implications

<b>15. Total estimated cost</b>	<p>Choose an item.</p> <p><b>Likely cost range: £300,000 - £500,000</b></p>
<b>16. Funding strategy</b>	This is to be funded from the Bridge Repairs, Maintenance and Major Works Funds through Tower Bridge 50 year plan
<b>17. On-going revenue implications</b>	<p>The proposed repair works will result in a reduction in expenditure on repairs and maintenance in the medium and long term.</p> <p>There is also potentially a reduction in energy use which would result in reduced CRC charges. This is not guaranteed at present as it is possible that the same levels of energy are used to achieve a more comfortable environment than is currently possible.</p>
<b>18. Investment appraisal</b>	Not applicable
<b>19. Procurement strategy</b>	<p>Each of the surveying, design consultancy, QS and PM services will all be sourced in accordance with the procurement regulations utilising a competitive process evaluated on price. Where appropriate, options to retain these services, will be consider for later in the project based on performance.</p> <p>The main work will be tendered via the London Portal with up to 5 suppliers invited to bid.</p>
<b>20. Legal implications</b>	<ol style="list-style-type: none"> <li>1. The City of London Corporation, as trustee of Bridge House Estates, has a statutory duty under the Corporation of London (Tower Bridge) Act 1885 to maintain Tower Bridge</li> <li>2. Transport for London (TfL) is the highway authority and COL will have to apply for the appropriate licence to erect scaffolding/access equipment on the highway as required.</li> </ol>



<b>21. Corporate property implications</b>	Works will be scheduled with the Tower Bridge Operational Team to minimise disruption to the Tower Bridge Exhibition and normal operational activities
<b>22. Traffic implications</b>	Short term road closures could be needed while scaffold is put up/taken down
<b>23. Sustainability and energy implications</b>	The project would have a significant reduction to heat loss, making it easier to reach and maintain the temperature within the walkways. The likely reduction has not yet been quantified. The energy team are to be further engaged prior to the next gateway.
<b>24. IS implications</b>	Not Applicable
<b>25. Equality Impact Assessment</b>	<p>Tower Bridge is committed to achieving equality and diversity in accordance with the City of London Equality Scheme and as such welcomes visitors and clients from London, the United Kingdom and overseas whilst eliminating any forms of discrimination.</p> <p>Equality Impact Assessments are carried out for any new or significantly changed policies - there is no significant equality impact expected from the completion of this project</p>

### **Recommended Course of Action**

<b>26. Next steps</b>	<p>Employ a consultant to evaluate the options (see 11) and provide detailed design options and estimated costs as a prerequisite for preparation of the tender documents.</p> <p>Undertake survey works to fully scope the extent of the works on the towers.</p> <p>The brief for the detailed design options would be as follows:</p> <ul style="list-style-type: none"> <li>• Assessment of the technical options for the walkway roof recovering and the roof recovering to the North and South Towers. This would include materials, appearance, insulation type, life expectancy and maintenance implications.</li> <li>• Investigation and assessment of Statutory Consents needed for the work. Listed Building Consent and Planning Consent would have an influence on the appearance of the work. Building Regulations approval would affect the insulation performance and heat losses.</li> <li>• Assessment of how the work can be carried out e.g. scaffolding, goods hoist, road closures, etc.</li> </ul> <p>The brief for the estimated costs would be as follows:</p> <ul style="list-style-type: none"> <li>• Estimated cost of the proposed work as the outline design details.</li> <li>• Cost of different options for the North Tower roofs and the walkway roofs.</li> <li>• Estimated costs for temporary work and access arrangements e.g. scaffolding, out of hours working etc.</li> </ul>
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<b>27. Approval track and next Gateway</b>	<b>Approval track:</b> 2. Regular <b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)																																			
<b>28. Resource requirements to reach next Gateway</b>	<table border="1"> <thead> <tr> <th data-bbox="528 293 722 398">Item</th> <th data-bbox="722 293 951 398">Reason</th> <th data-bbox="951 293 1179 398">Cost (£)</th> <th data-bbox="1179 293 1407 398">Funding Source</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 398 722 616">Survey work</td> <td data-bbox="722 398 951 616">To fully scope the extent of the works on the towers</td> <td data-bbox="951 398 1179 616">£10,000</td> <td data-bbox="1179 398 1407 616">Bridges Repairs, Maintenance and Major Works Fund</td> </tr> <tr> <td data-bbox="528 616 722 869">Appoint consultant to prepare outline design</td> <td data-bbox="722 616 951 869">To progress design incorporating scope, materials, methods</td> <td data-bbox="951 616 1179 869">£15,000</td> <td data-bbox="1179 616 1407 869">Bridges Repairs, Maintenance and Major Works Fund</td> </tr> <tr> <td data-bbox="528 869 722 1122">Appoint QS to prepare cost estimate and tender documents</td> <td data-bbox="722 869 951 1122">To establish estimated cost of options</td> <td data-bbox="951 869 1179 1122">£6000</td> <td data-bbox="1179 869 1407 1122">Bridges Repairs, Maintenance and Major Works Fund</td> </tr> <tr> <td data-bbox="528 1122 722 1413">Appoint external PM to manage works to next gateway</td> <td data-bbox="722 1122 951 1413">No in house resource available</td> <td data-bbox="951 1122 1179 1413">£5000</td> <td data-bbox="1179 1122 1407 1413">Bridges Repairs, Maintenance and Major Works Fund</td> </tr> <tr> <td data-bbox="528 1413 722 1480">Sub Total</td> <td data-bbox="722 1413 951 1480"></td> <td data-bbox="951 1413 1179 1480">£36,000</td> <td data-bbox="1179 1413 1407 1480"></td> </tr> <tr> <td data-bbox="528 1480 722 1659">Staff costs</td> <td data-bbox="722 1480 951 1659">Further works progressing the project</td> <td data-bbox="951 1480 1179 1659">£4000</td> <td data-bbox="1179 1480 1407 1659">City Surveyor's local risk budget</td> </tr> <tr> <td data-bbox="528 1659 722 1727">TOTAL</td> <td data-bbox="722 1659 951 1727"></td> <td data-bbox="951 1659 1179 1727">£40,000</td> <td data-bbox="1179 1659 1407 1727"></td> </tr> </tbody> </table>				Item	Reason	Cost (£)	Funding Source	Survey work	To fully scope the extent of the works on the towers	£10,000	Bridges Repairs, Maintenance and Major Works Fund	Appoint consultant to prepare outline design	To progress design incorporating scope, materials, methods	£15,000	Bridges Repairs, Maintenance and Major Works Fund	Appoint QS to prepare cost estimate and tender documents	To establish estimated cost of options	£6000	Bridges Repairs, Maintenance and Major Works Fund	Appoint external PM to manage works to next gateway	No in house resource available	£5000	Bridges Repairs, Maintenance and Major Works Fund	Sub Total		£36,000		Staff costs	Further works progressing the project	£4000	City Surveyor's local risk budget	TOTAL		£40,000	
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**Contact**

<b>Report Author</b>	Cornell Farrell
<b>Email Address</b>	cornell.farrell@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3469

<b>Committee(s):</b>	<b>Date(s):</b>
<b>Culture, Heritage &amp; Libraries</b>	24/11/2014
<b>Subject:</b> Barbican and Community Libraries Customer Survey	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>
<b>Summary</b>	
<p>In February 2014, two in-depth surveys of the stock and services offered to adults and children by Barbican and Community Libraries were carried out. Responses were received from 1588 adults and 228 children. Questions about staff, stock and services had optional comments fields and all customers were asked to give general comments and suggestions for improvement.</p> <p>97% of customers said that overall, they were satisfied with the libraries, with each library individually rated at this level. This is a clear endorsement of the work plans currently in place.</p> <p>Responses and comments to both surveys have been analysed by professional staff, a programme of work has been put into place to address concerns and feedback has been given to library customers.</p> <p>Customers at Barbican Library expressed a desire for longer opening hours. Staff will try to address this early next year when the Library's first generation self-service machines have been replaced by high specification machines capable of processing issues, returns renewals and taking cash, note and chip &amp; PIN payments.</p> <p>Customers at Shoe Lane Library also expressed a wish for opening later in the evening and better signposting from the street. We are currently looking at a number of future options for Shoe Lane Library, one of which is a major change to opening hours. Better signposting will be addressed when decisions regarding the future of the library have been made.</p> <p>The lack of external signposting at Artizan Street Library was a major theme but has now been addressed.</p> <p>Compliments regarding staff and the service accounted for 45% of all the general comments and suggestions received.</p> <p><b>Recommendation(s)</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### Background

1. The City's library service has always regularly surveyed customer opinion in order to inform service change. In past years, this has been done via the CIPFA administered Public Library Users Survey (PLUS). However, concerns about the PLUS survey costs and the relevance of some of the questions has

led many library services to look for alternatives and currently, only 50% of libraries in the England and Wales are still using PLUS.

2. A team of professional library staff and the Head of Barbican & Community Libraries was established in 2013 to build two relevant surveys, one for adult library members and one for children aged 13 years and under. The PLUS questionnaire was used as a base as some of the questions are still highly relevant. The team then looked at what was missing from this survey and tailored questionnaires were created using Survey Monkey software.
3. It was decided early in the process that we would direct as many people as possible to taking the surveys online and so posters with QR codes were produced to link customers directly to the Survey Monkey website. However, it was decided that making the surveys digital only would exclude a large number of customers and so paper versions were printed.
4. Good use was made of volunteers. At Barbican Library, the adult paper survey was handed out to customers by the Library's volunteer group, The Friends of Barbican Library. In the past, agency staff were employed to do this. They also greatly aided staff with inputting all the data from the paper surveys into Survey Monkey which automatically processed the results. In this way, we calculated that the Friends saved the libraries more than £3,000 in staff costs and survey administration fees.
5. Questions covered library stock and services, what they did in the library that day and how using the City's lending libraries impacted on other areas of their lives. Equalities and demographic data was also collected and participants were asked to give an overall satisfaction score.

## **Current Position**

### **Adult Survey results**

6. 45% of respondents were Barbican Library customers, 38% used Shoe Lane Library and 17% used Artizan Street Library and Community Centre. At Barbican and Shoe Lane Libraries, the majority of people responding were male (64% and 52% respectively). More women than men responded at Artizan St (54%). City workers accounted for the majority of responses at all libraries. This is consistent with membership statistics.
7. A number of comments regarding fines and charges were received, i.e. "this should be free", "make this cheaper" etc. Our fines and charges were revised in April this year following considerable research covering all the London boroughs and we are confident that they are average in comparison with other London libraries. The lending libraries have a current income target of £235,000 and so reducing fines and charges is not a realistic option. However, in future, more emphasis will be placed on telling customers how library income is used.
8. Respondents were asked their opinion about library opening hours, external signposting, the attractiveness of the library inside and the standard of customer care received. The following table shows the percentage of respondents scoring the answers "Very Good" Or "Good".

	Opening hours	External signposting	Attractiveness of the library inside	Standard of customer care received.
Barbican	86%	68%	87%	96%
Shoe Lane	81%	64%	86%	96%
Artizan Street	91%	56%	87%	94%

9. The majority of comments received were in favour of longer opening hours at Barbican Library with opening on Friday afternoon being the most popular suggestion. We are currently installing new self-service machines in Barbican Library and when they are in place and being used (we have a promotion plan in place), we can reconsider opening on Friday afternoons with a skeleton staff.
10. Signposting to the library within the Barbican Centre is poor and this is being progressed with the Centre. Signposting in the Shoe Lane area is not as bad but the entrance to the library is not eye-catching. We are considering ways to improve this. Street signposting at Artizan Street was installed following the survey and customer complaints about not being able to find the library have fallen.
11. Staff knowledge, skills and approachability were tested and all three libraries scored very highly.

	Staff knowledge	Staff skills	Staff approachability
Barbican	97%	97%	97%
Shoe Lane	99%	99%	96%
Artizan Street	96%	97%	92%

12. We will continue with our current staff training and development programme.
13. We asked customers how satisfied they were with the choice and physical condition of fiction and non-fiction books.

	Fiction		Non-fiction	
	Choice	Condition	Choice	Condition
Barbican	74%	75%	82%	85%
Shoe Lane	83%	85%	79%	83%
Artizan Street	75%	86%	64%	73%

14. All Librarians have a programme of stock maintenance to complete including replacing shabby stock and plugging stock gaps. Space considerations at Artizan Street Library affect the range of stock from which customers can choose. A programme of stock swaps with Shoe Lane Library is now in place in order to refresh the stock regularly.

15. We asked customers to give their opinion on the DVD and CD collections in all libraries. Nearly 50% of customers told us they did not borrow DVDs or CDs.

	DVDs		CDs	
	Choice	Condition	Choice	Condition
Barbican	93%	82%	93%	93%
Shoe Lane	96%	95%	91%	96%
Artizan Street	91%	93%	87%	84%

16. Satisfaction among users of the collections is generally high and again, a programme of stock swaps with Shoe Lane Library is now in place at Artizan Street Library.
17. We asked customers to give their opinion on the Talking Book collections in all libraries. Nearly 75% of customers told us they did not borrow Talking Books. Of those that do, satisfaction with the choice available and the physical condition of stock is high and we shall continue to buy and maintain stock as normal.

	Talking Books	
	Choice	Condition
Barbican	90%	89%
Shoe Lane	95%	94%
Artizan Street	90%	95%

18. We asked customers to give their opinion on the City's eBook and eAudio offering. 92% of customers told us they did not borrow eBooks for a number of different reasons. Exactly the same percentage of respondents told us they did not borrow eAudio books.

	eBooks	eAudio
I'm not interested	42%	60%
I didn't know I could borrow them	21%	17%
I don't own a compatible eReader	45%	27%
I don't like the selection available	2%	2%

19. There were two main themes to the comments received from customers: either they have no intention of ever using eBooks/eAudio or that these are services they definitely intend to use in the future.
20. Since this survey, we have been heavily marketing the eBook and eAudio services. Instruction sheets for all compatible eReaders/tablets have been produced along with YouTube films giving instructions on how to get started. Additionally, several open sessions in libraries have been held for members of the public to show them how easy it is to download materials. Additionally, a

session for City of London staff was held in The Gild. Library staff have also been fully trained so that they can promote these services confidently.

21. Customers were asked how using the libraries had helped them with other aspects of their lives. They were given a number of options to consider and could choose more than one. 1206 people responded to this question.

Leisure	63%
Study/learning	55%
Health & Wellbeing	33%
Skills for life	15%
Your job	13%
Meeting people	13%
Family and relationships	12%
Developing IT skills	10%
Personal finance/consumer matters	8%
Your retirement	8%
Job seeking	7%
Improving your English	6%
Welfare/benefits	1%

22. The information collected here is particularly helpful for future strategic planning and working with partners, for example, the City's Health and Wellbeing Board and partners in Adult Social Care who now part-fund areas of health stock.

### **Children's Survey results**

23. Most of the survey responses came from Barbican Library (73%). 23% came from Shoe Lane and 6% from Artizan Street Library.
24. Staff at Artizan Street Library struggled to get sufficient responses from children/parents and so unfortunately, their results cannot be considered as accurate due to the very low number of respondents. Since the survey took place, children's work at Artizan Street has grown considerably with regular Stay and Play sessions now taking place. Read to Succeed, the Barbican and Community Libraries literacy support scheme and the Summer Reading Challenge is also successfully operating from Artizan Street Library and the numbers of children using the library is growing steadily.
25. Overall, 54% of respondents were girls and 46% boys.
26. 59% were aged under five (83% of Shoe Lane's respondents were under 5), 31% were 5 – 10 years old and 9% were aged 11 – 14 years old.
27. 100% of all respondents thought the library they used was "Good" or "Very Good".

28. Children were asked to say why they came to the library. They could choose to select more than one reason.

	Barbican	Shoe Lane
Borrow books or other items	<b>77%</b>	58%
Have Fun	68%	<b>85%</b>
Look around (browse)	50%	27%
Read	62%	50%
Attend an event	54%	73%
Meet friends	42%	54%
Do homework	15%	10%
Use the computers	11%	8%
Wait for my family/friends	6%	13%

29. Answers reflected the age profile of library users with the Shoe Lane under 5s choosing “Have fun” and “attend an event” as their most popular reasons for coming to the library. It is encouraging to note that children in both libraries like coming to the library and “having fun” was scored highly in both places.
30. Children scored library staff as being very friendly and helpful in all libraries (100% for both categories at Shoe Lane).
31. We asked the children to tell us why they borrow books and allowed them to select more than one answer. Again, the large numbers of under-fives using the children’s library at Shoe Lane library meant that answers were different for both libraries.

	Barbican	Shoe Lane
I like reading	<b>75%</b>	59%
I want to get better at reading	44%	24%
So somebody else can read them to me	54%	<b>65%</b>
I am in a reading group	10%	0%
For homework	12%	13%
I want to find something out	33%	24%
So I don’t have to buy books	39%	39%
I don’t borrow books	2%	13%

32. The answers we received from children/parents consolidate our knowledge about library use and inform stock purchasing decisions for both libraries.
33. 100% of Library users thought that overall, the choice of books in both libraries was very good or good.



34. We asked the children about the library computers. In the case of both libraries, children thought the computers were good but most said they did not use them. The most common reasons given for non-use were because they had a computer at home or because they are too young. There is no specific provision for children at Artizan Street or Shoe Lane Libraries but children can use the public computers with supervision. We shall continue to offer a small facility for children at Barbican Children's Library but these responses give us no reason to increase provision.
35. We asked the children about their school homework and the homework help available in the libraries. Again, due to the Shoe Lane age profile, this question was most relevant to Barbican Library customers. Of those who have homework, having somewhere quiet to sit and study was highly valued, closely followed by "There are books to help me". 100% of those who ask for homework help in the library thought it was very good or good.
36. We asked children about other reasons for visiting the libraries and the most popular answer given was to take part in an Under Fives event. This was followed by taking part in holiday activities and reading activities. Saturday events and activities are popular at Barbican Library. This is an endorsement for the Libraries' events programme which will continue to develop.
37. Finally, more than 99% of children/parents thought that the Libraries were friendly and safe places. More than 95% of respondent thought they were easy to get to, bright and cheerful and places with items and activities of interest. More than 92% thought the opening hours were good. We are currently looking to see if we can improve opening hours for customers.

### **Proposals**

38. Overall, responses received for both surveys endorse the services offered by the lending libraries. Requests for certain types of stock are being considered within the confines of the existing stock budgets. Promotional activity, for example to advertise the eBook service, has been funded from existing budgets. For services to children and families, this budget includes a grant from the Family and Young People's team within the Department of Community and Children's Services to carry out a range of Children's Centre services in libraries.

### **Corporate & Strategic Implications**

39. Improvement work is relevant to the following of the City's Key priorities:
  - KPP2: Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.
  - KPP4: Maximising the opportunities and benefits afforded by our role in supporting London's communities.
  - KPP5: Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.
40. It is also relevant to the Strategic Aims of the Culture, Heritage and Libraries:

- To refocus our services with more community engagement and partnership with others.
  - To transform the sense of the City as a destination.
  - Continue to use technology to improve customer service and increase efficiency.
  - To further develop the City's contribution to the life of London as a whole.
41. The Key Improvement Objectives and performance indicators for Barbican and Community Libraries are:
- CHL7 Consolidate and extend partnership working to improve the range and quality of services offered by Barbican & Community Libraries. KPI Minimum of 20 partnership projects/services delivered by 31 March 2015.
  - CHL8 To build on our e-strategy for books and e-commerce. KPI 6000 e-loans/downloads by 31 March 2015.

### **Implications**

42. There are no financial, legal, property or HR implications of note and risk is low.

### **Conclusion**

43. A regular survey of customer opinion is essential to the continued relevance of Barbican and Community Libraries. Current workplans are endorsed by these surveys. Improvement suggestions have been considered and wherever possible, implemented within the confines of existing budgets.

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<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage & Libraries	24/11/2014
<b>Subject:</b> Keats Foundation Representation	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage, & Libraries	<b>For Decision</b>
<b>Summary</b>	
<p>The Chairman and Deputy Chairman of the Culture, Heritage &amp; Libraries Committee are currently appointed as City Corporation representatives on the Trustees of the Keats Foundation. Given the separate nature of this charity, it would be more appropriate to nominate other Committee Members in this capacity.</p>	
<b>Recommendation(s)</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• agree the Chairman and Deputy Chairman be stood down as representatives of the Culture, Heritage &amp; Libraries Committee on the Board of the Foundation, and that nominations be sought from the Membership of the Committee for alternatives, with a vote taken if necessary</li> </ul>	

## Main Report

### Background

1. The Keats Foundation is a charity which was established in 2010 to “encourage enjoyment and understanding of Keats’s poems, letters, life and times and to inspire new generations of young poets to fulfil their creative ambitions.” They “support educational initiatives based at Keats House, and more widely at festivals, readings, conferences and other Keats-related events”.
2. The Culture, Heritage & Libraries Committee nominates two representatives to the Board of Trustees of the Foundation and in May 2014 the Committee decided that these should be the Chairman and Deputy Chairman of the day.

### Current Position

3. The charity was established with help and support from the City Corporation, in the expectation that it would become a fund raising body to help Keats House. In fact the Foundation has come to focus its attention primarily on Keats the poet, while using the House as a venue for events, and is not in a position to provide significant income support for the running of the House. After some years of providing administrative support to the Foundation from City officers, it was agreed in 2013 that this would cease and during recent months negotiations have taken place to ensure financial and administrative separation between the Foundation and the Corporation.

4. In these circumstances, it is not felt to be appropriate to delegate the Chairman and Deputy Chairman to be the Committee representatives on the Board of Trustees.

### **Proposals**

5. It is recommended that the Chairman and Deputy Chairman be stood down as representatives of the Culture, Heritage & Libraries Committee on the Board of the Foundation, and that nominations be sought from the Membership of the Committee for alternatives, with a vote taken if necessary.

### **Implications**

6. Under this arrangement, the Committee will retain a link with the Foundation, but with recognition that its agenda is somewhat different from that of the House. The link will be close enough to ensure that the Foundation's programme can be developed to the benefit of the House where appropriate.

### **Appendices**

- None

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