



## Culture, Heritage and Libraries Committee

**Date:** TUESDAY, 26 MAY 2015  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Mark Boleat	Paul Martinelli
Deputy Michael Cassidy	Jeremy Mayhew
Dennis Cotgrove	Sylvia Moys
Deputy Billy Dove	Barbara Newman
Deputy Anthony Eskenzi	Graham Packham
Deputy Kevin Everett	Ann Pembroke
Lucy Frew	Henrika Priest
Alderman Sir Roger Gifford	Judith Pleasance
Alderman Alison Gowman	Emma Price
Deputy the Revd Stephen Haines	Deputy Gerald Pulman
Deputy Brian Harris	Stephen Quilter
Tom Hoffman	Delis Regis
Ann Holmes	John Scott
Wendy Hyde	Deputy Dr Giles Shilson
Deputy Jamie Ingham Clark	Mark Wheatley
Deputy Alastair King	Deputy John Tomlinson (Ex-Officio Member)
Vivienne Littlechild	Deputy John Bennett (Ex-Officio Member)

**Enquiries:** Julie Mayer  
tel. no.: 020 7332 1410  
julie.mayer@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1pm  
NB: Part of this meeting could be the subject of audio or 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. **ORDER OF THE COURT OF COMMON COUNCIL**  
To note the Order of the Court of Common Council dated Thursday, 23<sup>rd</sup> April, 2015.

**For Information**  
(Pages 1 - 2)
  
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.

**For Decision**
  
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 30.

**For Decision**
  
6. **MINUTES**  
To approve the public minutes and summary of the meeting held on 2<sup>nd</sup> March 2015.

**For Decision**  
(Pages 3 - 8)
  
7. **APPOINTMENTS TO SUB COMMITTEES AND KEATS HOUSE CONSULTATIVE COMMITTEE 2014/15**  
Report of the Town Clerk.

**For Decision**  
(Pages 9 - 16)
  
8. **CULTURE, HERITAGE AND LIBRARIES: 2015/16 BUSINESS PLAN**  
Report of the Director of Culture, Heritage and Libraries.

**For Decision**  
(Pages 17 - 50)
  
9. **BRIDGE HOUSE ESTATES RISK REGISTER**  
Report of the Chamberlain.  
*This report has been approved by the Finance, Planning and Transportation and City Bridge Trust Committees.*

**For Decision**  
(Pages 51 - 58)

10. **EDUCATION STRATEGY - REPORT ON THE WORK OF THE LEARNING AND ENGAGEMENT FORUM**  
Report of the Director of Culture, Heritage and Libraries.  

**For Information**  
(Pages 59 - 62)
11. **CITY ARTS INITIATIVE**  
Report of the Director of Community and Children's Services.  

**For Decision**  
(Pages 63 - 66)
12. **EASTERN CITY CLUSTER - PUBLIC ART (YEAR 4 & 5) - ISSUES REPORT - GATEWAY 6**  
Report of the Director of the Built Environment.  

**For Decision**  
(Pages 67 - 100)
13. **CITY OF LONDON INFORMATION CENTRE: ECONOMIC IMPACT STUDY AND REVIEW OF PROGRESS AGAINST SERVICE BASED REVIEW SAVINGS**  
Report of the Director of Culture, Heritage and Libraries.  
*This report has an appendix at agenda item 19, in part 2 of the agenda.*  

**For Information**  
(Pages 101 - 106)
14. **DECISIONS TAKEN UNDER URGENCY/DELEGATED PROCEDURES**  
Report of the Town Clerk.  

**For Information**  
(Pages 107 - 108)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
17. **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

18. **NON PUBLIC MINUTES**  
To approve the non-public minutes of the meeting held on 2<sup>nd</sup> March 2015.  
**For Decision**  
(Pages 109 - 110)
19. **CITY OF LONDON INFORMATION CENTRE - ASSESSING THE ADDED VALUE**  
Report of the Director of Culture, Heritage and Libraries.  
*This document is an appendix to agenda item 10 in part 1 of the agenda.*  
**For Information**  
(Pages 111 - 146)
20. **LORD MAYOR'S COACH, CONSERVATION AND REPAIR - DETAILED OPTIONS APPRAISAL - GATEWAY 4**  
Report of the City Surveyor.  
**For Decision**  
(Pages 147 - 164)
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
22. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

## CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**  
 A Ward Committee consisting of,
- two Aldermen nominated by the Court of Aldermen
  - up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
  - the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
  - the Chairman of the Barbican Centre Board (ex-officio)

2. **Quorum**  
 The quorum consists of any nine Members.

3. **Membership 2015/16**

**ALDERMEN**

- 2 Sir Roger Gifford  
 1 Alison Gowman

**COMMONERS**

5	Barbara Patricia Newman, C.B.E. ....	Aldersgate
3	Jeremy Paul Mayhew, M.A., M.B.A. ....	Aldersgate
5	Sylvia Doreen Moys .....	Aldgate
2	Kenneth Edwin Ayers, M.B.E. ....	Bassishaw
3	Jamie Ingham Clark, Deputy .....	Billingsgate
3	Wendy Marilyn Hyde .....	Bishopsgate
5	William Harry Dove, O.B.E., J.P., Deputy .....	Bishopsgate
3	Dr Giles Robert Evelyn Shilson, Deputy .....	Bread Street
1	Brian Nicholas Harris.....	Bridge and Bridge Without
5	John George Stewart Scott, J.P. ....	Broad Street
5	Kevin Malcolm Everett D.Sc. ....	Candlewick
3	Graham David Packham .....	Castle Baynard
4	Henrika Johanna Sofia Priest.....	Castle Baynard
5	Ann Marjorie Francescia Pembroke .....	Cheap
3	Michael John Cassidy, C.B.E., Deputy .....	Coleman Street
5	Mark John Boleat .....	Cordwainer
3	The Revd. Stephen Decatur Haines, M.A, Deputy.....	Cornhill
5	Vivienne Littlechild, J.P. ....	Cripplegate
5	Stephen Douglas Quilter, B.Sc.(Hons) .....	Cripplegate
3	Mark Raymond Peter Henry Delano Wheatley .....	Dowgate
1	Ann Holmes .....	Farringdon Within
5	Anthony Noel Eskenzi, C.B.E., D.Sc., Deputy .....	Farringdon Within
3	Emma Charlotte Louisa Price.....	Farringdon Without
2	Paul Nicholas Martinelli .....	Farringdon Without
3	Judith Lindsay Pleasance.....	Langbourn
5	Dennis Cotgrove, B.A. ....	Lime Street
5	Delis Regis .....	Portsoken
5	Alastair John Naisbitt King, M.Sc, Deputy.....	Queenhithe
3	Gerald Albert George Pulman, J.P., Deputy .....	Tower
5	Tom Hoffman .....	Vintry
3	Lucy Roseanne Frew .....	Walbrook

**4. Terms of Reference**

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the appointment of the Director of Culture, Heritage and Libraries;
- (e) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
- (f) matters relating to the City's obligations for its various benefices;
- (g) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriff's Chariots and State Harness;
- (h) cart marking;
- (i) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
- (j) overseeing the City's Miscellaneous Arts and Related Initiatives Budget, including any individual funding requests above £2,000, annual budget requests and any future review of the fund;
- (k) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
- (l) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (m) responsibility for the production and publication of the official City of London Pocketbook;
- (n) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-  
Benefices  
Keats House

## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 2 March 2015

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 2 March 2015 at 11.30 am

### Present

#### Members:

Vivienne Littlechild (Chairman)	Jeremy Mayhew
John Scott (Deputy Chairman)	Sylvia Moys
Mark Boleat	Barbara Newman
Dennis Cotgrove	Graham Packham
Deputy Billy Dove	Emma Price
Deputy Anthony Eskenzi	Henrika Priest
Kevin Everett	Judith Pleasance
Lucy Frew	Stephen Quilter
Deputy the Revd Stephen Haines	Deputy Richard Regan
Tom Hoffman	Alderman William Russell
Wendy Hyde	Deputy Dr Giles Shilson
Jamie Ingham Clark	Mark Wheatley
Deputy Alastair King	Deputy John Tomlinson (Ex-Officio Member)
Paul Martinelli	

#### Officers:

Julie Mayer	Town Clerk's
Mark Jarvis	Chamberlain's Department
Steven Chandler	City Surveyor's Department
Margaret Jackson	Culture, Heritage and Libraries Department
Emma McGovern	Culture, Heritage and Libraries Department
David Pearson	Director of Culture, Heritage and Libraries
Geoff Pick	Culture, Heritage and Libraries Department
David Wight	Culture, Heritage and Libraries
Andrew Buckingham	Public Relations Office
Nick Bodger	Culture, Heritage and Libraries Department
Christopher Earlie	Culture, Heritage and Libraries Department
Helen Marriage	Director of Artichoke
Hannah Standen	Artichoke

#### 1. APOLOGIES

Apologies were received from Delis Regis, Gerald Pulman, Alderman Sir Roger Gifford, Ann Pembroke, John Owen-Ward and Alderman David Graves.

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

There were no declarations.

### 3. **MINUTES**

**RESOLVED, that:** the minutes and non-public summary of the meeting held on 26<sup>th</sup> January 2015 be approved.

#### Matters arising

- In respect of the Pocket Book, Members were reminded that the Aldermen had been reluctant to cease production of a separate, Aldermanic version.
- The Director of Culture, Heritage and Libraries had sought legal advice in respect of the Membership of the Keats Foundation Trust Deed and the City of London Corporation were not under any obligation to nominate Members of the Culture Heritage and Libraries Committee as Trustees. The Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee had since resigned and the Director had written to the Chairman of the Keats Foundation, explaining the position.

### 4. **350TH ANNIVERSARY OF THE GREAT FIRE OF LONDON**

The Committee considered a report of the Director of Culture, Heritage and Libraries concerning the recommendations of a feasibility study into a major public spectacular to commemorate the 350<sup>th</sup> Anniversary of the Great Fire of London.

The Chairman agreed to consider this item in conjunction with agenda items 13 (a presentation by Artichoke) and 14 (the Feasibility Study). Whilst accepting that Artichoke would reserve artistic freedom, it was suggested that a Member of the Culture, Heritage and Libraries Committee be appointed to the Project Board. There was some challenge as to the value of including Members on project boards, given that they receive regular updates via Committees. Furthermore, if an exception were to be granted in this case, it was suggested that representatives from the Policy and Resources and Finance Committees should also be invited. The Town Clerk agreed to consider this request and report back to Members.

#### **RESOLVED: that:-**

1. The Artichoke feasibility study be endorsed; and
2. Authority be delegated to the Director of Culture, Heritage and Libraries to ensure that the City of London Corporation's objectives as 'Founding Sponsor' are realised through delivery of the event, subject to the decision of the Finance Committee to fund the project.



5. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**

The Committee considered a report of the Director of Culture, Heritage and Libraries concerning the recommendations of the City Arts Initiative, which considered the shortlist for the Sculpture in the City Programme 2015/16. Members also received a brief presentation by the Assistant Director, Department of the Built Environment and noted that the report before them sought an agreement in principle but the next report to the Committee, in May 2015, would set out more financial detail.

During the discussion on this item, the following matters were raised/noted:

- Given that some works were more vulnerable to damage than others; a clause had been included in loan agreements covering fitness for purpose and external supply. Powder coatings were no longer used and non-aggressive security would be allocated accordingly.
- There was some debate as to whether the dagger in the heart piece might be in bad taste and might be perceived as supporting a culture of violence. However, a further view was expressed in that art is highly subjective and, therefore, it might not be appropriate for individual Members to express personal judgements.

**RESOLVED, that:** all the artwork on the shortlist, as set out in the report, be approved in principle, with further financial detail emerging in the next iteration of this report.

6. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2013/14 - QUARTER 3 MONITORING REVIEW**

The Committee received a report of the Director of Culture, Heritage and Libraries concerning the Culture, Heritage and Libraries Business Plan 2014-15 - Quarter 3 Monitoring Review. Members noted that, since the Agenda had been published, figures had been received from Ancestry for the London Metropolitan Archives. Members noted that the next presentation of the Business Plan would include digitisation targets.

**RESOLVED, that:** the Culture, Heritage and Libraries Business Plan 2013/14 (quarter 3) be noted.

7. **COMMITTEE'S TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk in respect of the Committee's Terms of Reference. Members noted that, if they were minded to approve Item 8 on the agenda, in respect of future Membership of the Benefices Sub Committee, a situation could arise whereby the Sub Committee would consist entirely of non-Culture, Heritage and Libraries Members (with the exception of the Chairman and Deputy Chairman, as ex-officios). Members agreed that, should this situation arise, then the Chairman of the Benefices Sub Committee should be appointed as an ex-officio Member of the Culture, Heritage and Libraries Committee.

**RESOLVED, that:** the Terms of Reference of the Culture, Heritage and Libraries Committee be approved for submission to the Court; with a provision that, should the need arise, the Chairman of the Benefices Sub Committee be appointed as an ex-officio member.

8. **MEMBERSHIP OF THE BENEFICES SUB COMMITTEE**

The Committee considered a report of the Town Clerk concerning succession planning for the future membership of the Benefices Sub Committee, by seeking nominations from all Members of the Court of Common Council. Members were advised of the provisions of The Patronage (Benefices) Measure 1986 and the Patronage (Benefices) Rules 1987, which seeks to confine the right to present Clergy to a responsible person, who is an actual Communicant Member of the Church of England or of a Church in Communion with it. By widening the field of nominees, there would be a greater opportunity to build a pool of members able and willing to make a declaration of membership (of the Church of England) should the need arise.

**RESOLVED: that,** all Members of the Court of Common Council be canvassed to seek nominations for the Benefices Sub Committee.

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

There were no questions.

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

- The Chairman asked Members to join her in thanking John Scott as it would be his last meeting as Deputy Chairman (i.e. as past Chairman of the Committee). Mr Scott had served the Committee well as a Member, Chairman and Deputy Chairman for a number of years.
- The Chairman also congratulated Emma Corpade from the City Information Centre for learning Mandarin, this was extremely useful, given the diversity of visitors to the City.
- The Director of Culture, Heritage and Libraries agreed to provide a report to the next meeting on the Guildhall Library Centenary Fund.

11. **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.

**Item No.**

**Paragraph No.**

12- 16

3

12. **NON PUBLIC MINUTES**

**RESOLVED, that:** the non-public summary of the meeting held on 26<sup>th</sup> January 2015 be approved.

13. **A PRESENTATION BY ARTICHOKE**

Members received a presentation from Artichoke in respect of Agenda item 4, the 350<sup>th</sup> Anniversary of the Great Fire of London and the Feasibility Study at item 14.

14. **350TH ANNIVERSARY OF THE GREAT FIRE OF LONDON: FEASIBILITY STUDY RECOMMENDATIONS**

The Committee received a feasibility study into a major public spectacular to commemorate the 350<sup>th</sup> anniversary of the Great Fire of London. It was considered in conjunction with items 3 and 13 on the Agenda.

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

There were no questions.

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

There were no items of urgent business.

**The meeting ended at 12:55 pm**

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Chairman

**Contact Officer: Julie Mayer**  
**tel. no.: 020 7332 1410**  
**julie.mayer@cityoflondon.gov.uk**

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<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	26 May 2015
<b>Subject:</b> Appointment of Sub Committees, including Keats House Consultative Committee - 2015/16	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

### Summary

The purpose of this report is to consider the appointment of the Grand Committee's sub-committees, to approve their composition and also to appoint representatives onto the Keats House Consultative Committee.

The Culture, Heritage and Libraries Committee is responsible for appointing representatives on to the following two Sub-Committees:-

- ii. Benefices Sub Committee; and
- iii. Reference Sub Committee;

At the Culture, Heritage and Libraries Committee on 2 March this year, Members agreed to widen the field of nominees to the Benefices Sub Committee, in order to build a pool of Members who would be able and willing to make a '*declaration of membership*' and therefore eligible for appointment as the City's representative in the appointment of clergy, should the need arise. All Members of the Court have been canvassed for nominations and responses from suitable candidates have been encouraging.

In addition, the Committee is also responsible for the Management of Keats House. The Keats House Consultative Committee make representations on any matter which, in their opinion, affects or is likely to affect, Keats House.

For ease of reference, details of the composition and terms of reference of the Committee's sub-committees are set out in Appendix A. Details of the representatives which the Committee is requested to appoint to serve on the Keats House Consultative Committee are set out in Appendix B.

### **Recommendations**

It is recommended that consideration be given to the appointment, composition and terms of reference of the following sub-committees for the ensuing year:-

1. Reference Sub-Committee;
2. Benefices Sub-Committee and to give consideration to the number of Members on this Sub Committee;
3. Keats House Consultative Committee; and
4. To note the position in respect of Project Boards.

## **Main Report**

1. This report considers the appointment and composition of the Culture, Heritage and Libraries Committee's sub-committees. It also sets out details of the representatives the Committee is requested to appoint to serve on the Keats House Consultative Committee.

### **Keats House Consultative Committee**

2. Members are reminded that, earlier this year, the Director of Culture, Heritage and Libraries sought legal advice in respect of the Membership of the Keats Foundation Trust Deed. It transpired that the City of London Corporation were not obligated to nominate Members of the Culture Heritage and Libraries Committee as Trustees.
3. Members are reminded that the work and composition of the Keats House Consultative Committee is to be reviewed at least every four years, with the next review taking place before the end of 2015.
4. The Chairman and Deputy Chairman of the Grand Committee (as ex-officio), together with 2 other Members of this Committee, are usually appointed to serve on the Keats House Consultative Committee. Members are invited to indicate whether they would wish to serve.

### **Reference Sub Committee**

- 5 Meetings are arranged, as necessary, when items are referred from the Grand Committee. Up to 11 Members of the Grand Committee are usually appointed; together with the Chairman and Deputy Chairman as ex-officio.

### **Benefices Sub Committee**

6. In respect of the Benefices Sub Committee, Members are asked to note that The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it.
7. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is '*willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron*'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.
8. At the Culture, Heritage and Libraries Committee on 2<sup>nd</sup> March this year, Members agreed to widen the field of nominees to the Benefices Sub Committee, to the whole Court of Common Council, in order to build a pool of Members who would be able and willing to make the declaration referred to above, and thereby be eligible to be appointed as the City's representative in the appointment of certain Vicars, should the need arise.

- 9 The membership currently consists of the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee (as ex-officio Members) and four other Members, appointed from the Culture, Heritage and Libraries Committee. Following the decision taken by the Committee earlier in the year, as set out above, all Members of the Court have been canvassed . The level of interest from Court Members, who are able to make the 'Declaration of Membership', has been encouraging and Members of this Committee are asked to consider whether they wish to slightly increase the Membership of the Benefices Sub Committee?
- 10 Members are also reminded that, on 5<sup>th</sup> March this year, the Court of Common Council agreed to waive Standing Order 18, in order to allow the Chief Commoner to stand as Chairman of the Benefices Committee.
- 11 Any Member wishing to seek appointment to any Sub Committee is invited to notify Julie Mayer as soon as possible on ext. 1410 or via email: [julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk) .  
  
*NB Any such notification will be used to assist in the running of the meeting. Please note that this is a request, not a requirement, and that nothing precludes a Member from waiting until the meeting before declaring their candidacy.*
- 12 In the event that there are more Members wishing to seek election to any Sub Committee than there are places available, then a ballot will be held.
- 13 Nominations received in respect of the Benefices Sub Committee, along with any others seeking election to either the Reference Sub Committee, Keats House Consultative Committee and/or in support of a nomination for Chairman or Deputy Chairman, will be circulated to Members before Friday 22<sup>nd</sup> May.

## **Project Boards**

- 14 Further to a query raised at the last meeting, Members are asked to note that officer-level project boards may be established for individual projects. Project boards fulfil an important role in the project management process and ensure that officers present well thought-out and joined up proposals at the appropriate 'Gateways' of the project procedure. This allows Members to scrutinise and approve projects at appropriate times in their development. Further guidance is available from the Town Clerk's Programme Office about the establishment, composition and running of project boards. Members are asked to note that there are no Members sitting on Project Boards but they occasionally participate in working parties; i.e. the Cultural Hub Working Party (of the Policy and Resources Committee).

**Contact:** Julie Mayer  
Town Clerk's Department  
Tel: 020 7332 3414  
Email: [julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)

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## Appendix A – Sub Committees

### 1. Reference Sub Committee: Membership – up to 13

**Up to 11 Members to be appointed** by the Grand Committee (the maximum membership being 13 including the Chairman and Deputy Chairman of the Grand Committee as ex-officio members)

(Meetings as necessary to advise the Grand Committee on any matter that is referred)

**Meetings in 2014/15**

**0**

#### 1.1 The Chairman of this Sub Committee is elected from amongst its Membership. In 2014/15 the Membership comprised:

Chairman of the Grand Committee	(Ex-officio)
Deputy Chairman of the Grand Committee	(Ex-officio)
Dennis Cotgrove	
Deputy Billy Dove	
Rev. Dr Stephen Haines	
Tom Hoffman	
Sylvia Moys	
Ann Pembroke	
Deputy Dr Giles Shilson	

## Appendix A – Sub Committees

### 2. Benefices Sub Committee: Current Membership 6

**4 Members of the Court to be appointed by the Committee** - the current total membership being 6, including the Chairman and Deputy Chairman as Ex-officio Members). Given the level of interest from Court Members, who are able to make a 'Declaration of Membership', Members of the Culture, Heritage and Libraries Committee are asked to consider whether they wish to slightly increase the Membership of this Sub Committee?

**Meetings in 2014/15**

**2**

#### 2.1 The Chairman of this Sub Committee is elected from amongst its membership. In 2014/15 the Membership comprised:

Chairman of the Grand Committee	(Ex-officio)
Deputy Chairman of the Grand Committee	(Ex-officio)
Deputy Billy Dove, Chief Commoner	Chairman
Tom Hoffman	
Wendy Hyde	
Deputy Richard Regan	

#### 2.2 Terms of Reference:

To consider matters relating to the City's obligations for its various Benefices.

## Appendix B – Keats House Consultative Committee

### 1. Keats House Consultative Committee

**2 Members to be appointed** by the Grand Committee (in addition to the Chairman and Deputy Chairman as ex-officio appointments)

**Meetings in 2014/15 2**

#### 1.1 The current composition is as follows:

Name	Representing
Vivienne Littlechild	Chairman (Ex-officio)
John Scott	Deputy Chairman (Ex-officio)
Barbara Newman	Culture, Heritage and Libraries Committee
Ann Pembroke	Culture, Heritage and Libraries Committee
Jeremy Simons	Hampstead Heath, Highgate Wood and Queen's Park Committee
Nigel Steward	Heath and Hampstead Society
Susan Kirby	Keats Foundation
Jim Burge	Heath Hurst Road Residents' Association
Diana Gore	Keats Grove House Charity
Stephen Bobasch	Keats Community Library
David Kitchen	South End Green Association
Harriet Cullen	Keats-Shelley Memorial Association
Martin Humphrey	Hampstead Conservation Area Advisory Committee

1.2 Meetings are to be chaired by the Chairman of the Grand Committee who attends (ex-officio) together with the Deputy Chairman (also ex-officio) and two other Members of the Committee.

1.3 The work and composition of the Consultative Committee is to be reviewed at least every four years with the next review taking place no later than the end of 2015.

#### 1.5 Terms of Reference:-

To make representations to the Culture, Heritage and Libraries Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect Keats House.

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<b>Committee</b>	<b>Dated:</b>
<b>Culture Heritage and Libraries</b>	26/05/2015
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2015-2016	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage & Libraries	<b>For Decision</b>

## Summary

This report sets out the Departmental Business Plan for 2015-18 which builds on the reported progress of the previous business plan to your Committee.

There are four overarching Strategic Aims for the department which have become our Key Objectives and link into the corporate plan and strategies.

There are 12 Key Performance Indicators (KPIs) set out in the Business Plan which underpin the four Key Objectives and cover our diverse services at a high level. Appended are a high-level departmental summary plan, detailed objective plans, a structure chart, examples of our partnerships, risk registers and a list of capital projects. These documents demonstrate the diversity and scope of our services.

## Recommendation

### Members are asked to:

- Approve the contents of the report and the strategic direction of the department.

## Main Report

### Background

1. The previous Culture Heritage & Libraries business plan (2014-15) was approved by your Committee on 27 May 2014 and subsequent progress against the Key Objectives and KPIs has been reported to you on a quarterly basis.

### Current Position

2. For the coming year we have reviewed and confirmed our four overarching cross-departmental strategic aims as our Key Objectives. Our business plan KPI's underpin those objectives. The four strategic aims/key objectives are:
  - To refocus our services with more community engagement and partnerships with others;

- To transform the sense of the City as a destination; and
  - 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.
3. For 2015/16, we have deliberately sought to make the Plan concise and high level, focusing on key projects and less on recurrent statistical targets. Its layout has been modelled on the CoL Corporate Plan. The Introduction sets out key contextual factors including the Service Based Review, the wider professional landscape within which the services operate, and our contribution to the cultural hub and the City's cultural offer more broadly.
  4. The key improvement objectives/KPIs cover our main divisions of service across the Department and are set out in more detail at Appendix 1. Extensive consultation takes place across the department and with CoL colleagues in confirming the content.
  5. High level Service Summary Business Plans have been developed and the departmental summary is attached at Appendix 2 for information. The service level summary plans are available on request.

### **Corporate & Strategic Implications**

6. The work of the Department links to the Corporate Plan aims and objectives through its business plans. These links are shown on the detailed objective plans at Appendix 1.

### **Implications**

7. We have increased our efforts to increase and improve our partnerships and areas of shared service provision. Examples of this are set out in Appendix 4.
8. Key business risks are set out in the Strategic Summary Risk Register at Appendix 5 with the main Health & Safety risks set out in Appendix 5.1. Throughout the year we will continue to engage with central corporate departments on the Service Based Reviews which may affect our service delivery.
9. Capital projects which have been identified for the next 1-3 years are set out in Appendix 6. Further details about these projects will be worked up and brought to Committee for decision as we progress through the year.

### **Conclusion**

10. The Plan sets out ambitious but achievable goals for the year ahead to modernise and develop services across the department, as an integral part of the Corporation's contribution to London and the nation. It is recommended to Committee for approval.

## Appendices

- **Culture Heritage & Libraries Department Business Plan 2015-18**
- Appendix 1 - Detailed Key Objective plans
- Appendix 2 – CHL Summary Business Plan
- Appendix 3 – Departmental Structure Chart
- Appendix 4 – Shared Services and Partnerships
- Appendix 5 – Summary Strategic Risk Register
  - Appendix 5.1 Top X Risk Register and Matrix
- Appendix 6 - Capital Projects

## Background Papers

- **Culture Heritage & Libraries Department Business Plan 2014-15**

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# Culture, Heritage & Libraries Department

## Business Plan 2015-2018

Mission Statement:

'To educate, entertain and inform, through discovery of our amazing range of resources'

**Director: David Pearson**

**Policy & Performance Manager: Margaret Jackson**

## Introduction

- 1.1 Every year we review our Business Plan, from the top level objectives downwards, to ask the obvious questions: are we focusing on the right things, are we aligned with the City's aspirations, are we moving quickly enough in a changing world? We believe our four main aims should be carried forward and are on track to deliver what this department can do best towards the collective whole. Below that we have identified twelve key targets and projects to advance those agendas during the coming year. They include ways of modernising and remodelling our services for the 21<sup>st</sup> century, moving forward with the opportunities created by technology, and advancing the Square Mile's all-important visitor economy both through our own sites and more widely. They will help us to deliver our contribution to the savings which the City Corporation needs to achieve in the coming years but they will also encourage new kinds of engagement with new and wider audiences, while developing essential and valued services in a customer-oriented way.
- 1.2 The importance of culture and heritage within the rich mix of life in the Square Mile has been demonstrated in numerous reports and studies – the most recent, issued by BOP Consulting in December 2014, confirmed the economic and social impact of the City's "world class cultural offer" – and the year just ended saw some exciting plans announced around the Barbican campus, for the Museum of London and the possibility of a major new music facility. Investment in Arts and Culture has economic benefits through employment as well as the cultural offer to encourage firms to operate in the City. Various schemes are underway to enhance the critical mass of activities in and around the Barbican as a cultural hub for the City, ready to make the most of the opportunities of Crossrail, and we will be contributing to those developments. We also recognise that it's everything that goes on in and around the City that helps to make it one of the fastest-growing parts of London as regards the visitor economy, and we will continue to support anything that enlivens that, such as Sculpture in the City and the Lord Mayor's Show.
- 1.3 Our own attractions are a major part of that total offer and the year just past has seen some significant enhancements like the new Heritage Gallery within a refurbished and rehung Guildhall Art Gallery, and the glass walkways at Tower Bridge. We have much on which to build, and look forward to another year of growth and development ahead.

## **Our vision and strategic aims**

Our vision: 'To educate, entertain and inform, through discovery of our amazing range of resources'.

To implement that vision, we have four high-level strategic aims/ key improvement objectives which link to the Corporate Plan aims and objectives:

- to refocus our services with more community engagement and partnership 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.

Each of our four strategic aims/key objectives has three underpinning Key Performance Indicators which are set out below and in more detail at Appendix 1.

## **Key Performance Measures**

### **1. To refocus our services with more community engagement and partnership with others**

To do this we will:

- Remodel the City Information Centre through restructuring, sponsorship, and the introduction of foreign exchange services
- Reconfigure Shoe Lane Library in partnership with Community & Children's Services, and establish plans for the reconfiguration of Barbican Library
- Investigate options for alternative models at Keats House and deliver a report with recommendations

### **2. Transform the sense of the City as a destination**

To do this we will:

- Achieve six lunchtime markets and two major events in Guildhall Yard
- Deliver a new Cultural Strategy for the City
- Embed the Tower Bridge retail offering and increase the volume of ticket and retail sales online

### **3. Continue to use technology to improve customer service and increase efficiency**

To do this we will:

- Deliver the first year of the 5-year digitisation plan at London Metropolitan Archives
- Select and implement a new Library Management System
- Renew the public IT infrastructure across our library and archive services

### **4. Further develop the City's contribution to the life of London as a whole**

To do this we will:

- Increase visits to City attractions in the Square Mile by 3%,
- Deliver plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme
- Develop a 20-year plan for the location and services of London Metropolitan Archives

## Organising for success

- The financial position for the Department is given at Appendix 2, in the Departmental Summary Business Plan. This provides the original 2015-16 total net budget of £21,009,000 and summarises the forecast outturn. Our structure chart is provided at Appendix 3.
- Through shared services and partnerships we continue to explore ways of working that reduce the monetary and resourcing costs to the organisation as part of the Service Based Review. Examples of our extensive range of shared services and partnerships are given in Appendix 4.
- Staff learning and development continues to be a priority for the Department as part of our overall Investors in People commitment. The Learning & Development budget for 2015/2016 is £48,000 which takes into account training to gain or maintain professional qualifications.
- We provide information and services which are accessible to all our customers. As part of the corporate commitment to equal opportunities, we have a responsibility to ensure that the services provided meet the criteria in the Public Sector Equality Duty.
- The Department hosts Work Experience students including those from the City Academies, internships from London universities and volunteers across the services. Its City Information Centre delivers training and development opportunities on a national scale with product knowledge programmes this year provided for the GLA Ambassadors, Transport for London visitor centres, Business Improvement District operatives and front of house staff at City shopping hubs as well as led a Tourist Information Centre staff exchange programme that has seen exchanges with Belfast, Oxford and Windsor.
- In line with corporate policy, the Department has detailed and annually reviewed business continuity plans for our various sites. London Metropolitan Archives (LMA) has been designated as the corporate Disaster Recovery Centre for key City departments in the event of Guildhall being affected by a major emergency.
- The identified significant business risks for the Department are set out in the Strategic Risk Register at Appendix 5 and include two risks where we are dependent upon other departments. The main risk is around loss of IT provision in our public facing services which has an adverse reputational effect. The Top X Risk Register comprises our list of Health and Safety risks which is monitored and regularly updated for the Health and Safety Committee and is attached as Appendix 5.1.

- The priority of optimising use of space both for frontline services and collections storage across sites remains unchanged. The Department regularly consults visitors to its services and understands what users want through City residents meetings, national and local visitor surveys and recorded comments. The City Surveyor's Department provides property asset and facilities (including heritage) management services to Culture Heritage and Libraries through a dedicated team and offers a project management service. The need for efficient use of existing space includes a requirement constantly to evaluate the service being provided in each property to ensure that service is being delivered in accordance with the wishes of users and the Corporate Property Asset Management Strategy. This year the Department has identified a space which is no longer required and handed it back to City Surveyor's for use as a First Aid training facility. Forthcoming capital projects are set out in Appendix 6.
- We continue to consult with our staff through dedicated business planning meetings (All Staff meetings; Senior Manager Forums; and all services have regular team meetings) to communicate and discuss the department's priorities for the coming year. The work of the CHL Internal Communication Group, CHL Health & Safety Coordinators Group and our in-house staff newsletters (e.g. Intercoms, Bridge Watch) ensure messages about new policy, procedures and departmental initiatives are passed up and down the structure engaging staff at all levels.

### **Further documents**

The following supporting documents are available upon request:

- KD 1. Service Specific Summary Business Plans 2015-16
- KD 2. London Metropolitan Archives – Strategic Work Plan 2015-16/  
Team Plans
- KD 3. Tower Bridge Extended Business Plan 2015-16
- KD 4. CHL Business Plan 2014-15 and appendices
- KD 5. Schedule of Assets (City Surveyor's Department)

### **Contacts:**

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**Margaret Jackson**, Policy & Performance Manager

Financial information:

**Mark Jarvis**, Head of Finance, Chamberlain's Department

## **Appendices**

Appendix 1	Key Objective Plans 2015/16
Appendix 2	Departmental Summary Business Plan
Appendix 3	Structure Chart
Appendix 4	Shared Services and Partnerships
Appendix 5	Strategic Risk Register 5.1 Top X Risk Register
Appendix 6	Capital Projects

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## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

<b>Objective 1</b>	To refocus our services with more community engagement and partnerships with others.	
<b>Priority and rationale (why are you doing it?)</b>	It has always made good business sense to work in partnership as projects are enhanced by a wider range of knowledge, skills, technical expertise and contacts. Sharing costs enables us to do more for less whilst delivering our core services and meets the overall mandate of the Service Based Reviews.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
<p>The City Together: The heart of a world class city which</p> <ul style="list-style-type: none"> <li>• is competitive and promotes opportunity</li> <li>• supports our communities</li> <li>• protects, promotes and enhances our environment</li> <li>• is vibrant and culturally rich</li> <li>• is safer and stronger</li> </ul>	<p><b>KPP1</b> Supporting and promoting the international and domestic financial and business sector.</p> <p><b>KPP2</b> Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.</p> <p><b>KPP3</b> Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.</p> <p><b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p>	Strategic Aim 1

**Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans**  
**Appendix 1**

	<b>KPP5</b> Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.	
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Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
1) Remodel the City Information Centre (CIC) through restructuring, sponsorship and introduction of Foreign Exchange (FX) service	31/12/15	Restructure complete.	Nick Bodger/Inma Ferrer	City Procurement; Comptroller; City Surveyor; Chamberlain  £105k funding and savings p.a. to be secured by 2017/18
	31/03/16	At least 33% of sponsorship agreed.		
	31/03/16	Introduce FX service.		
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library	31/12/15	Reconfiguration plans for Barbican Library produced.	Carol Boswarthack	DCCS City Surveyor's
	31/03/16	Shoe Lane reconfigured.	Carol Boswarthack/ Leslie King	
3) Investigate options for alternative models at Keats House and deliver a report with recommendations	30/09/15	Options identified	David Wight/ Vicky Carroll	City Surveyor's
	31/03/16	Report delivered		

## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

<b>Objective 2</b>	To transform the sense of the City as a destination.	
<b>Priority and rationale (why are you doing it?)</b>	To increase visitor/worker/resident stay and spend in the City through the provision of a series of cultural, leisure and heritage based opportunities and events.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
The City Together: The heart of a world class city which <ul style="list-style-type: none"> <li>• is competitive and promotes opportunity</li> <li>• supports our communities</li> <li>• is vibrant and culturally rich</li> </ul>	<b>KPP1</b> Supporting and promoting the international and domestic financial and business sector. <b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities. <b>KPP5</b> Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.	Strategic Aim 2

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
4) Achieve 6 lunchtime markets and 2 major events in Guildhall Yard	31/12/15 31/03/16	Markets and events planned and promoted Programme delivered	Nick Bodger/Marcus Smith	Sara Pink (Guildhall Library) Remembrancer; City Surveyor

## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

5) Deliver a new Cultural Strategy for the City.	31/03/16	Strategy produced and agreed.	Nick Bodger	All departments with a cultural remit  No budget required
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket sales/retail via this method.	31/12/15  31/03/16	Achieve 3% of retail/ticket sales online  Achieve 5% of retail/ticket sales online	Chris Earlie	Project Officer at TB (TBA) IS support

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<b>Objective 3</b>	Continue to use technology to improve customer service and increase efficiency.		
<b>Priority and rationale (why are you doing it?)</b>	A key part of our business relies on good technology being available to our customers and staff. By putting more of our services online we increase the national and international availability of the City's offering.		
<b>Supporting:</b>			
<b>The City Together Strategy</b>	<b>Corporate Plan</b>		<b>Departmental Strategic Aims</b>
The City Together: The heart of a world class city which  <ul style="list-style-type: none"> <li>is competitive and promotes</li> </ul>	<b>KPP1</b> Supporting and promoting the international and domestic financial and business sector.  <b>KPP2</b> Maintaining the quality of our		Strategic Aim 3

## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

<p>opportunity</p> <ul style="list-style-type: none"> <li>protects, promotes and enhances our environment</li> </ul>	<p>public services whilst reducing our expenditure and improving our efficiency.</p>	
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Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
7) Deliver year 1 of LMA 5-year digitisation plan	31/12/15 31/03/16	Funding bid to Heritage Lottery Fund fully scoped. 600,000 images made available publicly through major commercial and other partnerships.	Geoff Pick	Charlotte Scott/ Emma Stewart/Laurence Ward (all LMA) IS support
8) Select and implement new Library Management System	31/03/15 30/06/15 31/12/15	Tender stage reached. System/Supplier selected. System implemented.	Sara Pink/Asok Basu	ISS team Chamberlain's (IS and procurement)
9) Renew public IT infrastructure across libraries and LMA	31/12/15	Scoping of capital project complete	Sara Pink/Asok Basu	Carol Boswarthack Laurence Ward Chamberlain's (IS and procurement)

## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

<b>Objective 4</b>	To further develop the City's contribution to the life of London as a whole.	
<b>Priority and rationale (why are you doing it?)</b>	Through the use of the City's reputation and resources in matters of business, culture and heritage we aim to enhance the life of London as a whole. The local authorities who border the City already benefit by their close proximity to our services.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
<p>The City Together: The heart of a world class city which</p> <ul style="list-style-type: none"> <li>• is competitive and promotes opportunity</li> <li>• supports our communities</li> <li>• protects, promotes and enhances our environment</li> <li>• is vibrant and culturally rich</li> <li>• is safer and stronger</li> </ul>	<p><b>KPP1</b> Supporting and promoting the international and domestic financial and business sector.</p> <p><b>KPP2</b> Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.</p> <p><b>KPP3</b> Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.</p> <p><b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p> <p><b>KPP5</b> Increasing the impact of the City's</p>	Strategic Aim 4

## Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans

### Appendix 1

	cultural and heritage offer on the life of London and the nation.	
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Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
10) Increase visits to attractions in the Square Mile by 3%, as measured by the City's Visitor Attractions Monitor (VAM)	31/03/16	Achieve a 3% increase on a baseline of 6,613,154 visits (2014/15)	Nick Bodger	All teams with a cultural/visitor remit including Barbican, GSMD, the CIC and Tower Bridge  The entire visitor development budget supports this objective.
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	26/06/15  21/09/15  04/01/16	Establish partnerships, working groups and appropriate links in support of the Great Fire 350  Deliver City programme of visitor events for Magna Carta 800  Establish collective programme and deliver campaign in support of the City's response	Geoff Pick / Nick Bodger/ Marcus Smith	All departments and teams with a cultural / visitor remit and service support from the City Surveyor, DBE, Remembrancer and PRO  Budgets are set in excess of £3m for Artichoke / Great Fire elements and

**Culture Heritage & Libraries Department: Business Plan 2015/16 Key Objective Plans**  
**Appendix 1**

	31/03/16	to Shakespeare 400 Establish supporting programme with Guildhall visitor assets for Battle of the Somme exhibition in Yard		success will be dependent on external funds being raised by them, supported by CHL.
	31/03/16	Assess and agree Artichoke and City draft programme for Great Fire 350 to meet with City funding objectives		
12) Develop a 20-year plan for the location and services of LMA	31/03/16	Plan developed	Geoff Pick/Tim Harris	City Surveyor's



## Culture Heritage & Libraries Department: Summary Business Plan 2015/18

Our Strategic Aims/ Key Objectives are:	<p>1) To refocus our services with more community engagement and partnerships with others.</p> <p>2) To transform the sense of the City as a destination.</p> <p>3) Continue to use technology to improve customer service and increase efficiency.</p> <p>4) To further develop the City's contribution to the life of London as a whole.</p>
Mission Statement:	To educate, entertain and inform, through discovery of our amazing range of resources.
Key Policy Priorities are:	<p><b>KPP1</b> Supporting and promoting the international and domestic financial and business sector.</p> <p><b>KPP2</b> Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.</p> <p><b>KPP3</b> Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS.</p> <p><b>KPP4</b> Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p> <p><b>KPP5</b> Increasing the impact of the City's cultural and heritage offer on the life of London and the nation.</p>

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Our Key Performance Indicators are:	
Description: (SBR = Service Based Review)	2015/16 target
1) Remodel the CIC through restructuring, sponsorship and introduction of a Foreign Exchange (FX) service (SBR)	Restructure by 31/12/15. At least 33% of (£105k) sponsorship agreed 31/03/16. Introduce FX service by 31/03/16
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library (SBR)	Reconfiguration plans for Barbican Library by 31/12/15. Shoe Lane reconfigured by 31/03/16
3) Investigate options for alternative models at Keats House and deliver a report with recommendations (SBR)	Options identified by 30/09/15. Report delivered by 31/03/16
4) Achieve 6 lunchtime markets and 2 major events in Guildhall Yard	Markets and events planned and promoted by 31/12/15 Programme delivered by 31/03/16
5) Deliver a new Cultural Strategy for the City.	Strategy agreed and produced by 31/03/16
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket/retail sales via this method.	Achieve 3% of retail/ticket sales online by 31/12/15. Achieve 5% of retail/ticket sales online by 31/03/16.

## Culture Heritage & Libraries Department: Summary Business Plan 2015/18

7) Deliver year 1 of LMA 5-year digitisation plan	Funding bid to Heritage Lottery Fund fully scoped by 31/12/15. 600,000 images made available publicly through major commercial and other partnerships by 31/03/16
8) Select and implement new Library Management System	Go to tender stage by 31/03/15. System/Supplier selected by 30/06/15. System implemented by 31/12/15
9) Renew public IT infrastructure across libraries and LMA	Scoping of capital project by 31/12/15
10) Increase visits to attractions in the Square Mile by 3%, as measured by the City's Visitor Attractions Monitor	Achieve a 3% increase on a (2014/15) baseline of 6,613,154 visits by 31/03/16
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	Great Fire partnerships and working groups – 26/06/15 Magna Carta programme delivered – 21/09/15 Shakespeare campaign delivered – 04/01/16 Agree Great Fire programme – 31/03/16 Battle of the Somme supporting programme - 31/03/16
12) Develop a 20-year plan for the location and services of LMA	Plan developed by 31/03/16

## Culture Heritage & Libraries Department: Summary Business Plan 2015/18

<b>Our Financial Information:</b>							
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	10,444	10,366	10,219	10,219	-	10,587	
Premises	1,093	1,320	1,378	1,378	-	1,294	1
Transport	40	39	49	49	-	42	
Supplies & Services	3,248	2,439	2,844	2,844	-	2,370	2
Third Party Payments	9	-	-	-	-	-	
Contingencies	149	-	-	-	-	-	
Unidentified Savings	-	-	-	-	-	-	
<b>Total Expenditure</b>	<b>14,983</b>	<b>14,164</b>	<b>14,490</b>	<b>14,490</b>	<b>-</b>	<b>14,293</b>	
<b>Total Income</b>	<b>(6,417)</b>	<b>(4,971)</b>	<b>(5,393)</b>	<b>(5,543)</b>	<b>(2.8)</b>	<b>(5,372)</b>	<b>3</b>
<b>Total Local Risk</b>	<b>8,566</b>	<b>9,193</b>	<b>9,097</b>	<b>8,947</b>	<b>(1.6)</b>	<b>8,921</b>	
<b>Central Risk</b>	<b>6,258</b>	<b>6,608</b>	<b>6,517</b>	<b>6,517</b>	<b>-</b>	<b>6,655</b>	<b>4</b>
<b>Total Local and Central</b>	<b>14,824</b>	<b>15,801</b>	<b>15,614</b>	<b>15,464</b>	<b>(1.0)</b>	<b>15,576</b>	
Recharges	5,258	4,932	5,105	5,105	-	5,433	5
<b>Total Net Expenditure</b>	<b>20,082</b>	<b>20,733</b>	<b>20,719</b>	<b>20,569</b>	<b>(0.7)</b>	<b>21,009</b>	

### Notes on Financial Information:

1. The 2014/15 budgets include £37K carry forwards from the departmental underspend in 2013/14.
2. The decrease in budgets are due to additional one-off costs in 2014/15 at Tower Bridge relating to staff decanting to new offices, a decrease in expenditure due to grants finishing in 2014/15 and planned savings arising from the Service Based Review.
3. The increase in income budgets is due to additional income streams identified as a result of the Service Based Review.
4. The increases in the 2015/16 Central Risk budgets are due to additional depreciation charges at Tower Bridge and Guildhall Art Gallery relating to the new Glass Walkways and Heritage Gallery respectively.
5. The increase in Recharges budgets in 2015/16 is mainly due to an increase in Guildhall Admin charges as a result of increased Repairs and Maintenance costs (including AWP works) on the Guildhall Complex.

## Culture Heritage & Libraries Department: Summary Business Plan 2015/18

**Notes on Forecast Outturn variance** - The main reasons for the forecast outturn variances are given below:

Tower Bridge Tourism - The forecast outturn for Tower Bridge Tourism is £150k better than budgeted and reflects the increased income for Tower Bridge Tourism, particularly in the wake of the successful opening in the new Glass Walkways. Please note that the Walkways capital project will be part-funded from any local risk year end surplus.

### Our Staffing is made up of:

	2011	2012	2013	2014
Headcount	279	298	290	275
Turnover	31	39 leavers (1/1-31/12/2012)	33 leavers (1/1-31/12/2013)	33 leavers (1/1-31/12/2014)
Gender	F: 142 (50.9%) M: 137 (49.10%)	F: 156 (52.35%) M: 142 (47.65%)	F: 152 (52.41%) M: 138 (47.59%)	F: 140 (50.91%) M: 135 (49.09%)
Age range	Under 21=1(0.4%); 61+ =14(5%)	Under 21=1 (0.34%); 61+ =14 (4.7%)	Under 21=1 (0.34%); 61+ =20 (6.9%)	Under 21=1 (0.36%); 61+ =18 (6.35%)
Ethnicity	White: 220 (84.94%) Asian/Asian British: 13 (5.02%) Black/Black British: 16 (6.18%) Mixed: 6 (2.32%) Other ethnic groups: 4 (1.54%)	White: 227 (84.39%) Asian/Asian British: 12 (4.46%) Black/Black British: 19 (7.06%) Mixed: 6 (2.23%) Other ethnic groups: 5 (1.86%)	White: 226 (82.78%) Asian/Asian British: 15 (5.49%) Black/Black British: 18 (6.59%) Mixed: 7 (2.56%) Other ethnic groups: 7 (2.56%)	White: 215 (83.98%) Asian/Asian British: 16 (6.25%) Black/Black British: 18 (7.03%) Mixed: 7 (2.73%) Other ethnic groups: 2 (0.77%)

### Notes on Staffing Information:

1. Figures correct as at 31/12/14. The headcount has reduced in line with savings reviews.
2. Ethnicity statistics - 19 people chose not to answer. Percentages relate to total number of staff responding.
3. This information will enable us to compare ourselves with the corporate figures, promote service planning and succession planning discussions with HR. We have also set up a Workforce Planning Group in the department to look at retaining knowledge within the services when staff leave.

# Culture, Heritage & Libraries Department

## APPENDIX 3

**Director  
David Pearson**

**Policy & Performance  
Manager  
Margaret Jackson**

Policy & Performance

Facilities and Services

**Head of Guildhall & City  
Business Libraries  
Sara Pink**

Guildhall Library

City Business Library

Information Services  
Section

**Head of Barbican &  
Community Libraries  
Carol Boswarthack**

Barbican Library

Shoe Lane Library

Artizan Street Library &  
Community Centre

**Director of London  
Metropolitan Archives  
Geoff Pick**

London Metropolitan  
Archives

**Head of Cultural &  
Visitor Development  
Nick Bodger**

Visitor Development

City Information Centre

**Head of Tower Bridge  
Chris Earlie**

Tower Bridge

Monument

**Consultant Director for  
Visitor Services  
David Wight**

Guildhall Art Gallery

Keats House

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**Shared Services and Partnerships**

Through shared services and partnerships we continue to explore ways of working that reduce the monetary and resourcing costs to the organisation as part of the Service Based Review. This way of working allows us to provide an even more diverse range of services and activities to our stakeholders. Some examples of this are given below.

- We are continuing to work with Community & Children's Services in respect of Artizan Street Library and Community Centre and The Portsoken Health and Community Centre. The facilities provide a welcoming place offering a range of activities and services for City workers, residents and students and Housing Estate and community centre services for residents of the Middlesex Street Estate. Artizan Street staff provide a presence at the Portsoken Centre and organise room hire of the community hall.
- Barbican and Community Libraries has extended its work on Public Health for this year with all libraries offering a good range of health-related stock including Books on Prescription, Smoking cessation clinics and health checks and health related events, e.g. dementia awareness.
- Barbican and Community Libraries continues to work with a wide range of partners. These include internal partnerships with e.g. the City's Family & Young People's Service (Read to Succeed and Messy Play programmes for children); Adult and Community Education (ESOL and Skills for Life classes held in libraries); the Barbican Centre and Guildhall School of Music and Drama (People's Pianos and participation in the Battle of Ideas and the Big Barbican Adventure). There are also a growing number of external partnerships e.g. with the City of London Festival, The Society of Technical Analysts and Just Add Spice.
- Keats House has an established partnership with the Keats Community Library, which operates in the Ten Keats Grove building owned by the Keats House charity. Ongoing events and educational programmes are delivered in partnership with a wide range of organisations including the Poetry Society, Poet in the City, First Story, UCL Department of English, Medicine Unboxed, City Lit, the Geffrye Museum, Templar Poetry and the British Museum. Some receive external funding from the Arts Council.
- London Metropolitan Archives continues to be involved with many partnerships across the London area and beyond. These include strategic work with London borough archive services through the London Archives Partnership and London's Screen Archives; records management and archive service partnerships with public bodies such as London's magistrates and coroners courts, the GLA and the London Fire Brigade; community engagement with local groups and larger organisations such as the South Bank Centre and Toynbee Hall ;

provision of access services with and for the National Army Museum's archives while it carries out a Lottery funded redevelopment; and digitisation projects with bodies such as the Wellcome Trust, World Jewish Relief and the University of Sheffield. Senior LMA staff also lead key sector partnership work involving archive services across the UK, particularly in the fields of security and access, user surveys and advocacy.

- Tower Bridge Exhibition is currently hosting the 6<sup>th</sup> installation in the Art at the Bridge series, entitled 'Tides of Change'. This display of work by artists over 55 in the Engine Rooms has been produced in association with Southwark Arts Forum. Work also continues at the Bridge with the Challenge Network, the Southwark Young Pilgrims, the Family Holidays Association, Variety at Work and the Reader's Association.
- Our Visitor Development teams continue to deliver a wide range of partner initiatives, pooling resources, sharing costs and generating sponsorship. Headlines for the coming months include high value partnerships for the City Information Centre (value= £105k by 2017/18); a new Workers' Guide to the City sponsored by the Diocese of London and Grange Hotels (sponsorship and advertising income = £40.5k); sponsorship for the Tourism Managers' Institute's annual conference taking place in the City (£45k); a Christmas in the City campaign with City retailers (£30k); a London-wide Victorian Art Trail in collaboration with London & Partners (£22k); a London offer Magna Carta 800 campaign in partnership with Temple and the British Library (£2k); and shared cost projects with other departments (£85k income to project pots). Non-financial partnerships with VisitEngland, the GLA, Tourism South East and other bodies have also generated significant benefits in kind especially with regards to staff training and City promotions.
- The Policy & Performance Team helps to promote cross-service and cross-departmental working by fostering engagement and information sharing through a variety of forums.



# CHL Risk Register summary

Report Type: Risks Report

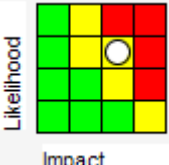
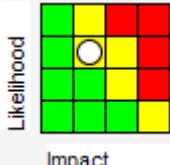

Report Author: Paul Dudley

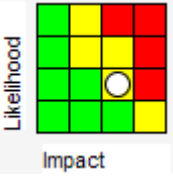
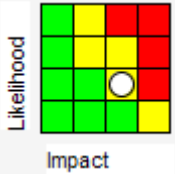
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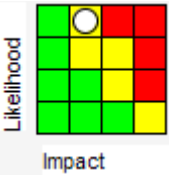
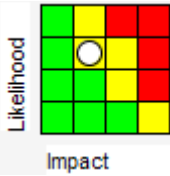


## Risk Traffic Light: Red 1 Amber 3

Risk No,Title, Department	Description (Cause, Event, Impact)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend		
CHL TBM 001 The effect of terrorism on the tourism business at Tower Bridge & Monument Department of Culture, Heritage and Libraries	Terrorism on the tourism business would have a devastating effect on visitors into the City of London, both financial and reputational.		16	Jamie Bottono	There are multiple CCTV cameras covering Tower Bridge, the approach to the ticket office and the Monument. We maintain good relations with both the City Police and Metropolitan Police who respond quickly to any call outs. Security/Visitor staff have completed Project Griffin training and a procedure on dealing with suspect packages and reporting suspicious behaviour is also part of their training.		16	31-Mar-2016	

Risk No, Title, Department	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CHL GL 001 <b>Risk of flooding in lower ground levels high value storage areas at Guildhall Libraries.</b> Department of Culture, Heritage and Libraries	Flood or water/sewage damage to high value collections in lower ground storage areas could be significant financially and to our reputation. Burst pipes/leaks have occurred over the years.		12	Alan Day	Library basement and sub basement areas have water/sewage pipes running through them. Plastic sheeting has been deployed on all stacks in key areas; trays and PPE are available and staff are conservation trained to deal with immediate disaster recovery processes.		6	31-Mar-2016	

Risk No, Title, Department	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CHL GAG 001 Partial insurance of collections held within the Department's premises Department of Culture, Heritage and Libraries	Our historic and cultural collections held on CHL premises are of multi-million pounds in value. As an organisation we take the view that we insure the collections according to risk, historical events and site security. Vandalism such as the decapitation of a statue/destruction of a painting could occur.		8	Margaret Jackson	Insurance policies are up to date. Valuations take place of collections loaned and borrowed where required. External specialist risk assessors are involved at both LMA and the Art Gallery and confirm we are operating at an industry standard.		8	13-Mar-2016	↔

Risk No, Title, Department	Description (Cause, Event, Impact)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CHL PP 001 <b>Loss of IT at multiple public facing sites in the department</b> Department of Culture, Heritage and Libraries	IT failures from lack of system/software maintenance and upgrades resulting in public condemnation, especially on social media of our services.		8		Amended to Departmental level risk.		6	09-Dec-2015	

Brief description of potential project	Rough idea of the cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project (please state if project must be delivered by particular date)
<i>Barbican Library Refurbishment</i>	<i>£1-3m</i>	<i>City Fund</i>	<i>2018</i>
<i>Remodel Barbican Library</i>	<i>£0.25 - £0.5m</i>	<i>City Fund</i>	<i>2016 (Opportunity Outline submitted)</i>
<i>LMA Purchase Freehold</i>	<i>£10-£20m</i>	<i>City Fund</i>	<i>2018 (Subject to the establishment of a long term strategy requiring the retention of LMA archives in Central London)</i>
<i>New Coach House – Erection of Glass Structure</i>	<i>£0.1 – 0.5m</i>	<i>City Fund</i>	<i>2018</i>
<i>Remodel Shoe Lane Library</i>	<i>Up to £250,000</i>	<i>City Fund</i>	<i>2016 (Opportunity Outline submitted)</i>
<i>Remodel Artizan Street</i>	<i>£0.1 – 0.5m</i>	<i>City Fund</i>	<i>2016</i>
<i>Boiler Replacement at LMA</i>	<i>£200,000</i>	<i>City Fund Additional Works Programme</i>	<i>Work is scheduled for year 2016/17. However work may be deferred and is subject to Member approval before it will be completed.</i>
<i>Chiller Plant Replacement at LMA</i>	<i>£387,000</i>	<i>City Fund Additional Works Programme</i>	<i>Work is scheduled for year 2017/18. However work maybe deferred and is subject to Member approval before it will be completed.</i>
<i>External Decoration at LMA</i>	<i>£250,000</i>	<i>City Fund Additional Works Programme</i>	<i>Work is scheduled for year 2017/18. However work maybe deferred and is subject to Member approval before it will be completed.</i>
<i>Replacement Access Control System at LMA</i>	<i>£100,000</i>	<i>City Fund Additional Works Programme</i>	<i>Work is scheduled for year 2017/18. However work maybe deferred and is subject to Member approval before it will be completed.</i>
<i>Landlords Lighting &amp; Power Rewire at LMA</i>	<i>£250,000</i>	<i>City Fund Additional</i>	<i>Work is scheduled for year 2018/19. However work maybe</i>

		<i>Works Programme</i>	<i>deferred and is subject to Member approval before it will be completed.</i>
<i>City Business Library - reconfiguration</i>	<i>£30-50,000</i>	<i>City Fund</i>	<i>2015-17</i>
<i>Clockmakers' Museum space – reconfiguration and refurbishment</i>	<i>£10-20,000</i>	<i>City Fund</i>	<i>2015/16 Dependent upon occupier being signed up.</i>
<i>CCTV upgrade – Guildhall Libraries</i>	<i>£10k</i>	<i>City Fund</i>	<i>2015/16</i>
<i>Historic repairs Keats House / 10 Keats Grove</i>	<i>£1M</i>	<i>City Fund</i>	<i>2015 -16</i>

# Agenda Item 9

<b>Committees:</b>	<b>Dates:</b>
Finance Committee	12 May 2015
Planning & Transportation Committee	12 May 2015
The City Bridge Trust	13 May 2015
Property Investment Board	20 May 2015
Culture, Heritage and Libraries Committee	26 May 2015
Financial Investment Board	27 May 2015
<b>Subject:</b> Risk Register for Bridge House Estates	<b>Public</b>
<b>Report of:</b> Joint report of the Town Clerk, Chamberlain, City Surveyor and Director of Culture, Heritage and Libraries	<b>For Decision</b>

## Summary

1. This report provides a key risks register for Bridge House Estates.
2. In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks.
3. The Charities SORP requires that the register is reviewed annually to ensure that existing risks are reconsidered and any new risks are identified.

## **Recommendations**

4. It is recommended that:
  - the register is reviewed to confirm it satisfactorily sets out the risks facing the charity;
  - the register is reviewed to confirm that appropriate measures are in place to mitigate those risks; and
  - the red graded risks (risk numbers 8, 9, 12, 16 and 20) are included on the relevant managing committees own risk registers to ensure regular monitoring and review during the year.

## **Main Report**

### **Review of Risks**

5. The method of assessing risk reflects the City of London's standard approach to risk assessment as set out in its Risk Management Strategy

as approved by the Audit and Risk Management Committee. The section of the Strategy which explains how risks are assessed and scored is reproduced at Annex A of this report.

6. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner' in the register.
7. The risks have been divided across 6 annexes (B1 to B6), with each annex containing the risks to be considered by each of the managing committees as set out below (for each committee, any red graded risks and any changed risk ratings are noted below).
  - **Finance Committee:** in respect of information systems (Annex B1)
    - There are no red graded risks for this Committee to consider
    - There are no changed risk ratings for this Committee to consider;
  - **Financial Investment Board:** specifically reviewing non-property investments (Annex B2)
    - There are no red graded risks for this Committee to consider
    - There are no changed risk ratings for this Committee to consider;
  - **Property Investment Board:** specifically reviewing the investment property estate (Annex B3)
    - This committee has two red graded risks (8 and 9) to consider
    - There are no changed risk ratings for this Committee to consider;
  - **Planning and Transportation Committee:** in respect of the five bridges (Annex B4)
    - This committee has two red graded risks (12 and 16) to consider
    - There is one changed risk rating to consider: risk 18 has reduced from amber to green;
  - **Culture, Heritage and Libraries Committee:** in respect of the tourism operation at Tower Bridge (Annex B5)
    - This committee has one red graded risk (number 20) to consider
    - There is one changed risk rating to consider: risk 20 has increased from amber to red; and
  - **City Bridge Trust Committee:** in respect of the grant making function (Annex B6)
    - There are no red graded risks for this Committee to consider
    - There are no changed risk ratings for this Committee to consider.

### **Red Graded Risks**

8. It is recommended that the red graded risks (risk numbers 8, 9, 12, 16 and 20) be included on the relevant managing committees own risk register in future to ensure regular monitoring and review during the year.



**Conclusions**

9. The various risks faced by Bridge House Estates have been reviewed and Members are asked to confirm that the attached register satisfactorily sets out the key risks together with their potential impact and that appropriate measures are in place to mitigate the risks identified.

**Contact:**

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## City of London Risk Management Strategy

### Assessing Risks

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 the 'Risk Scoring' section below on how risks should be scored.

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	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

COL risk matrix

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

- Red (dark grey) - Urgent action required to reduce rating
- Amber (light grey) - Action required to maintain or reduce rating
- Green (mid grey) - Action required to maintain rating.

**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.**

		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

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<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries	26/05/2015
<b>Subject:</b> Education Strategy - report on the work of the Learning and Engagement Forum	<b>Public</b>
<b>Report of:</b> David Pearson, Director of Culture, Heritage and Libraries	<b>For Information</b>

## Summary

This report provides an update on the work of the City's Learning and Engagement Forum. The City's Education Strategy 2013 - 2015 envisaged the creation of a Forum of officers from City departments that provide educational outreach and programmes for schools to support the Strategy by sharing information across the organisation and promoting joint working. Such a group had already been established informally prior to the introduction of the Strategy and now has been more formally structured as the City's Learning and Engagement Forum. It has recently been allocated £100,000 by the Education Board to take forward four pieces of work during 2015-16:

- £20,000 to scope a 'Hard Education' project to support secondary schools in tackling subjects such as homophobia, racism, gang culture and substance abuse
- £15,000 to scope the development of a Great Fire of London schools programme and website
- £40,000 to deliver the first phase of a School Visits Fund to enable schools to visit the City of London's own venues that provide educational programmes
- £25,000 to deliver a London head teachers conference, probably to be held in the autumn of 2015 to assist in promoting the next iteration of the City's Education Strategy and the City's outreach offer through the Forum's members

## Recommendation(s)

Members are asked to note the report and in particular the funding provision made by the Education Board for 2015-16

## Main Report

### Background

1. The City's Education Strategy has as one of its strategic objectives:

- ***‘To inspire children through an enriched education and outreach opportunities. The best education incorporates both academic study and exposure to different experiences and learning environments. Children should be given the opportunities to explore the world around them, learn new skills and understand the communities they live in. London is culturally vibrant and has a wealth of green spaces to explore. The City manages a wide variety of historical, environmental and cultural institutions and believes that London children should be able access these to enhance their learning.’***
2. To assist with coordinating and developing work across the organisation to support this objective it recommended the establishment of an officer forum comprising those City departments that provide educational programmes. This had already been set up informally some months previously, building on individual partnerships that had existed for a number of years, and now operates as the City’s Learning and Engagement Forum. It meets quarterly and comprises representatives from the Barbican Centre, the Guildhall School of Music and Drama, the Museum of London, Open Spaces department and all the constituent institutions of the Culture, Heritage and Libraries Department – London Metropolitan Archives (LMA), Guildhall Library, Barbican and Community Libraries, Tower Bridge and the Monument, Guildhall Art Gallery and Keats House. It also includes the Town Clerk’s education and culture policy officers and a representative from Public Relations.
  3. Collectively, with their unique collections, buildings, spaces and expertise, these venues represent a powerful educational offer to the 3,200 schools and 1.3 million pupils in London. Every year they engage with over 200,000 pupils in primary, secondary and special schools through visits and outreach; receive around 2 million page views of their online educational resources, deliver training to teachers and student teachers; and support teaching and learning across the National Curriculum, for example in history, art, English, geography, drama, dance, citizenship and science.

## **Current Position**

4. The Forum has already met to develop coordinated approaches around the London Curriculum, safeguarding and a project with the National Literacy Trust. It provides the Education Board with biannual information updates on activities that it and its individual members are undertaking and will feed into the City’s refresh later this year of the Education Strategy, particularly around the strategic objective for enriched education and outreach opportunities. It has also identified four key projects that would make a significant and positive impact on the educational lives of pupils in London and draw on the collective strengths of the City’s cultural venues and open spaces. These have been supported by the Education Board with funding for 2015-16.
5. They are:
  - a. A ‘Hard Education’ project to support secondary schools in tackling difficult subjects such as homophobia, racism, gang culture and substance abuse. Programmes in these areas are already offered by the Museum of London,



LMA and the Barbican Centre and it has been found that using settings away from the classroom has been very helpful for teachers as well as using the skills and experience of the institution concerned, from drama to the use of historical perspectives, to open up discussion and debate. The aim of the initial funding of £20,000 is to scope the potential to create a coherent offer that schools would value and the cost of delivering a three-year programme of outreach work, online resources and teacher training.

- b. A Great Fire of London project to coincide with the 350th anniversary in 2016. The funding of £15,000 from the Education Board is to scope the potential to develop the existing and hugely popular, though dated, Fire website [www.fireoflondon.org.uk](http://www.fireoflondon.org.uk) and to build in an educational programme for schools. The site was developed by the Museum of London some years ago with support from LMA and other partners for Key Stage 1 pupils (5-7 year olds) and receives some 1.5 million page views per year. The aim would be to increase the amount of digitised material from the Museum and LMA's collections that would be available and to look at the rebuilding of London after the Fire as much as the outbreak itself. It would form part of the wider Great Fire programme being supported by the City and conversations are already underway with Artichoke to make sure that appropriate co-ordination is in place.
- c. A School Visits Fund to enable schools to visit the City of London's own venues that provide educational programmes. Making such a visit can be difficult for many schools from a financial point of view, especially those in disadvantaged areas or those in the outer boroughs, where the cost of transport into central London is higher. The cost of providing cover for teachers accompanying pupils on visits can also be a barrier for secondary schools. These financial considerations are often the only reason why such visits are not made. The Education Board has provided £40,000 for a Schools Visits Fund to be run as a pilot during 2015-16 with a view to extending this to future years should it be successful. Schools that have not previously visited the venues and those from disadvantaged areas would be given priority.
- d. A London head teachers' conference, probably to be held in the autumn of 2015. This would assist the City in promoting the next phase of its Education Strategy and its outreach offer through the Forum's members. The Education Board has provided £25,000 to take this forward.

### **Corporate & Strategic Implications**

6. The work of the Learning and Engagement Forum supports the City's strategic aim, as set out in the Corporate Plan 2015-19, *to provide valued services, such as education, employment, culture and leisure, to London and the nation*; and specifically Key Policy Priority 5 *increasing the outreach and impact of the City's heritage and leisure contribution to the life of London and the nation*

## **Conclusion**

7. The four projects in particular that have received funding from the Education Board represent a significant opportunity to use the collective strengths of the City's cultural institutions and open spaces to engage schools throughout London and to make real impact on the lives of pupils. They will demonstrate very visibly the City's commitment to supporting education across London.

## **Appendices**

None

### **Geoff Pick**

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<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries	26 May 2015
<b>Subject:</b> City Arts Initiative: recommendations to the Culture, Heritage and Libraries Committee	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Decision</b>

### Summary

This report presents the recommendations of the City Arts Initiative which met on 29 April 2015. The group considered the following proposals:

- a. Cancer Research DNA Double Helix Summer Installations
- b. Nuit Blanche (a festival of light)
- c. John Smith statue photo (Pimm's drink campaign)

### Recommendation(s)

It is recommended that:

- The Cancer Research installations be approved, subject to suitable locations being agreed
- Nuit Blanche be approved subject to clarification of requirements and on the proviso that due to existing commitments in 2016 (Shakespeare 400, Battle of the Somme and Great Fire anniversaries), the City Corporation would only be able to offer limited practical assistance
- The John Smith statue photo application be rejected

### Main Report

#### Background

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. Your Committee appointed your Chairman, Deputy Chairman and Barbara Newman to sit on the City Arts Initiative Group in the 2015/16 Committee year.

## **Current Position**

3. The City Arts Initiative met on 29 April 2015 to consider three applications: a Cancer Research installation, an all-night contemporary art festival (Nuit Blanche) and a proposal to photograph the John Smith statue in loose summer clothing for a non-branded, “what Brits love best about summer” news story campaign for Pimm’s.
4. Full details of the applications are available on request from the Director of Culture, Heritage and Libraries.

## **Proposals**

### Cancer Research DNA Double Helix Summer Installations

5. Cancer Research has commissioned 20 to 25 double helix sculptures to be customised by artists, designers and celebrities to the brief of ‘What’s in your DNA?’ These sculptures they hope to display at London locations for 10 weeks over the summer, from the end of June to the beginning of September 2015.
6. After the event, the statues will be sold at auction to raise money for the Francis Crick Institute (a new medical research laboratory, of which Cancer Research is one of the six founding partners).
7. Each sculpture will stand at 2435mm tall (including a base of 400mm). They have been developed with a structural biologist to ensure scientific integrity, while also acting as an artistic interpretation of a DNA double helix.
8. It was agreed that this was for a good cause and that the designs of the helix sculptures were appropriate enough to allow them to be located on the City’s streets.
9. The City Arts Initiative recommended this for approval subject to the locations being agreed.

### Nuit Blanche

10. Nuit Blanche is an all-night contemporary arts festival that began in 2002 in Paris and has since been exported to more than 30 cities around the world. Each year, a team of curators from leading cultural institutions puts together a multidisciplinary programme, transforming both iconic and hidden parts of the chosen city.
11. For its first London edition, the festival will take place in the area known as “The Northbank” (working with the Northbank BID) and in the City of London. The trail, curated by the Institute of Contemporary Arts (ICA), will take visitors from Charing Cross to Temple and will continue on to Fleet Street and St Paul’s Cathedral.
12. The City Arts Initiative agreed that the project sounded exciting and would increase visitors to the City. However, there were reservations about the ability of the applicant to raise the requisite funding and over the involvement that they required from the City’s teams in highways, marketing and other areas.

13. It was agreed that the applicant would be told that the City of London Corporation would only be able to offer limited marketing assistance due to existing commitments and other major projects taking place in 2016 (these include Shakespeare 400, the Battle of the Somme (100) and the Great Fire 350).
14. The City Arts Initiative therefore recommended this for approval subject to clarification of requirements and on the proviso that due to existing commitments in 2016, the City Corporation would only be able to offer limited practical assistance. It was also agreed that a letter of support could be given to Nuit Blanche as requested to show the City's good will for the project, subject to your Committee's ratification of the recommendation.

#### John Smith statue photo

15. It was proposed that the statue of John Smith located just off Cheapside in Bow Churchyard would be dressed in loose unbranded summer clothing for a photo shoot, along with several other statues around the country, as part of a news story about celebrating the British summer.
16. A question over how the artwork may be considered one of the most contentious in the City's portfolio was raised (the subject of the statue and his role in expanding British rule and influence being cited) and it was thought use of the statue was therefore inappropriate.
17. Given the focus of the photo campaign (what Brits love best about summer) and its links with the connotations cited above, the link to the Pimm's drink brand and the lack of artistic merit, the proposal was recommended to be rejected by your Committee.

#### **Corporate & Strategic Implications**

18. The City Arts Initiative was formed to support the City's management of public art which supports the "vibrant and culturally rich" strand of the City Together Strategy and the delivery of the City's Cultural and Visitor Strategies.

#### **Conclusion**

19. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 29 April 2015.

#### **Background Papers:**

Full details of the applications are available on request from the Director of Culture, Heritage and Libraries.

#### **Amy Randall**

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<b>Committee(s):</b>	<b>Date(s):</b>
<b>Streets &amp; Walkways Sub-Committee</b>	<b>18/05/2015</b>
<b>Culture, Heritage &amp; Libraries Committee</b>	<b>26/05/2015</b>
<b>Projects Sub Committee</b>	<b>16/06/2015</b>
<b>Subject: Eastern City Cluster - Public Art (Year 4 &amp; 5) – Gateway 6 update report</b>	<b>Public</b>
<b>Report of: Director of the Built Environment</b>	<b>For Decision</b>

### Summary

The purpose of this report is to update Members on Year 4 of the *Sculpture in the City* project as delivered in 2014; advise on preparations for Year 5 and seek approval for funding for the delivery of Year 6 of the project which will be implemented in 2016/17.

The *Sculpture in the City* project, now entering its fifth consecutive year, has been developed as part of a long-term vision to enhance the public realm and forms part of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategy areas. It is aligned with objectives in the City's Cultural Strategy 2012/17, Visitor Strategy 2013/17 and the community strategy, The City Together.

The project is funded primarily through financial and in-kind support from external partners with an additional pump priming contribution from the City of London. Last year funding partners were Hiscox, British Land, Aviva, Aon, Brookfield, Tower 42, Willis, WR Berkley and IVG-Europe, along with two project patrons, Leadenhall Market and MTEC Warehousing (art installation company). With 9 funding partners involved, Year 4 saw the greatest number of artworks (14 pieces in total) installed, reaching new geographical areas and connecting the project with local transport hubs (see boundary map in Appendix A). Feedback from Members, project partners, local stakeholders, schools and volunteers has been very positive and the project has now become a key part of the City's extended cultural output.

Year 4 also received extensive local and international media coverage featuring in more than 94 arts, cultural and business focused articles and received over 1000 media mentions all over the world including such sources as CNN, The Guardian, Wall Street Journal, the Independent and Art Daily.

Furthermore, new international artists and galleries have agreed in principle to submit their artworks for Year 5, showing the exposure achieved during Year 4 has led to greater interest and credibility of the City's project from the art world.

For Year 5 it is proposed to build on the success of previous years by installing more artworks (15 -16 pieces) and delivering even more school workshops & community events than in Year 4. A short list of artworks has been selected by the Partners Board and agreed by the City Arts Initiative; a copy is attached in Appendix D.

A sum of £90,000 was approved in March 2014 from s106 monies as a contribution to the total budget required to deliver Year 5 (2015/16). The level of interest in the scheme for year 5 is such that it is proposed that the originally approved budget for year 5 of £310,000 be increased to £370,000 subject to the full amount of the increase being raised through external partners. This would allow for more ambitious/numerous installations.

Therefore for this Year, officers are looking to secure £280k in total of external funding from project partners. To this end the project board and co-directors are actively exploring opportunities to grow the project by securing additional project partners, with one additional partner having already been confirmed (Lipton/Rogers) and three more strong leads being pursued. The City has already allocated £90k from Section 106 funding, which equates to 24% of the total budget required for delivery of the project being provided by the City, and 76% secured from external partners (*please refer to budget breakdown table in Appendix C*). The funds will enable the City to maintain its leading role as project coordinator, managing the delivery team more efficiently by outsourcing project management services, steering the marketing campaign and delivering a better targeted communication strategy. This will enable the scheme to keep growing in a sustainable manner, maintaining and improving the quality of previous years. This will also allow delivering additional school workshops and community events in line with the City's Cultural strategy, which seeks to place cultural education at the heart of our offer while enlivening the on-street environment (also an objective of the City's Visitor Strategy 2013/17).

The project Partners Board, comprising senior representatives from the project partner companies, two City of London Members and City officers, continues to serve as a successful mechanism for establishing project goals, selecting of artwork and promoting partnerships with local stakeholders.

This year for Year 5 of the project, an Art Advisory Board has been set up within the project to preview and comment on the proposed artworks. This board includes a major private collector, an art advisor from Hiscox (partner company), and representatives from two influential UK based galleries being Whitechapel and the New Art Centre and a curator from the Barbican. This new panel is reinforcing the credibility of the project and artistic merit of the selection process of the artworks and helps in generating enthusiasm from local galleries and institutions.

## **Recommendations**

### **It is recommended that Members:**

- i) Note the contents of this update report and agree the shortlist of artworks for Year 5, attached in *Appendix D*.
- ii) Note that a sum of £90,000 from s106 funds has already been approved in March 2014 as a contribution towards delivery of the Year 5 programme
- iii) Approve a project budget of up to £370,000 for Year 5 (2015/16) of the project subject to securing all funding additional to ii) above from external partners;
- iv) Approve the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, MTEC Warehousing, Open City Architecture, Brunswick Media and Sally Bowling) as described in the procurement section;
- v) Approve a contribution of £90k from the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 6 (2016/2017).
- vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.



## Gateway 6: Progress Report

<b>Reporting Period</b>	March 2014 – March 2015
<b>Summary of progress since last report</b>	<p><b><u>Year 4 (2014-2015)</u></b></p> <p>The fourth year of the project, launched in July 2014, was regarded as the most successful yet and featured 14 sculptures by globally established artists including:</p> <ul style="list-style-type: none"> <li>• João Onofre (Portugal)– 1 artwork</li> <li>• Lynn Chadwick (UK) – 2 artworks</li> <li>• Richard Wentworth (UK) – 1 artwork</li> <li>• Julian Wild (UK-US) – 2 artworks</li> <li>• Peter Randall-Page (UK) – 1 artwork</li> <li>• Nigel Hall (UK) – 2 artworks</li> <li>• Paul Hosking (UK) – 1 artwork</li> <li>• Cerith Wyn Evans (UK) – 1 artwork</li> <li>• Ben Long (UK) – 1 artwork</li> <li>• Jim Lambie (UK) - 1 artwork</li> <li>• Anthony Gormley (UK) - 1 artwork</li> </ul> <p>In 2014, the project included the largest quantity of pieces and some of the most ambitious installations so far. The project achieved greater public impact by installing artwork in new areas, and extending the zone towards Liverpool Street Station and within Leadenhall Market.</p> <p>In addition to the art installations, 32 on-site school workshops were organised by Open-City London, offering interactive activities to 220 children from 8 schools within the City and adjacent boroughs. Also, a community event was organised as part of the London Open-House weekend (September 2014) during which free tours were offered to visitors and this generated a lot of interest (50-60 attendees).</p> <p>The project was featured in more than 94 arts, cultural and business focused articles and received over 1000 media mentions all over the world. Publications included international coverage from CNN, Reuters, USA Today, Wall Street Journal, The Mail Online, Huffington Post, City AM, Independent, The Guardian, The Mail on Sunday, Art Info and Art Daily. <i>Sculpture in the City</i> was also presented as a reference during the Venice Biennale art festival 2014.</p> <p>Building upon the success of previous years, a panel discussion was held in October 2014 as part of the International Frieze Art Fair. The debate involved high profile panel members and was held in the recently completed 122 Leadenhall building (Cheesegrater). The use of the venue was donated by British Land and Oxford Properties and the event was very well received by attendees.</p> <p>Officers found that early liaison with the City's Access, Development Management and Highways teams was vital to ensuring that appropriate requirements, such as plinth dimensions and positioning, were taken into account in the selection of locations for the artworks.</p>

## **Year 5 (2015-2016)**

Preparations for Year 5 of the project, to be delivered in summer 2015, are well underway and partnerships with the City's external partners have been confirmed.

Officers have worked closely consulting on the shortlist of artworks with different departments within the City, including the City Arts Initiative, the Access Team, Highways and Development Management, in order to take account of their views regarding the artwork considered in this year's project. Early liaison with the respective City sections has been actioned as a priority and close working relationships with colleagues is considered key to the successful delivery of the project.

In terms of funding, the overall projected external financial contributions from project partner's amounts to a total of £280k. This is based on securing two additional project partners when compared with Year 4, one of which has already been confirmed (Lipton/Rogers). In addition to the external and City financial contributions, the following "in kind" contributions have been confirmed for Year 5.

<b>Contributor</b>	<b>Cash (£)</b>	<b>In Kind (£)</b>	<b>Total (£)</b>
City Of London s106 funding	90,000	5,000	95,000
CoL (Use of Leadenhall Market space)		5,000	5,000
City Businesses	280,000	20,000	300,000
Hiscox (insurance)		15,000	15,000
Aon (launch event)		5,000	5,000
Galleries/Artists		*306,212	306,212
Price & Meyers (Structural engineering services)		10,000	10,000
MTEC 25% discount (de-installation and installation)		51,000	51,000
<b>Total</b>	<b>370,000</b>	<b>417,212</b>	<b>787,212</b>

*\* based on the commercial rate for rental of artworks at a collective value of £4,374,467.00 as set out in the breakdown at Appendix B.*

For Year 5, the project Partners Board members agreed in February 2015 the following points:

- To continue to promote the project to local businesses, with a view to bringing two additional partners on board;
- To select artwork that is robust and easy to maintain, clean and repair in order to avoid the removal of artwork as a result of damage and potentially undertaking restoration costs. In addition, the artwork selected should be suitable for display in the public realm;
- To focus on maintaining the high quality and critical mass of artworks, despite the increase in project size;
- To work with a range of galleries, and to feature both established and emerging artists;
- To maintain an external consultant, Lacuna PR Ltd, as the Co-director of the project to manage the relationships with the external partners and ensure a successful communication strategy. Lacuna PR Ltd has

been involved in the City's public art project since its inception in 2010 and forms an essential part of the team to continue to deliver the project;

- To continue connecting the project to local attractions, for example Leadenhall Market and public transport hubs (Liverpool Street station);
- To maintain and improve the social benefits of the project through the provision of additional school workshops. *Open-City* (external consultant), will continue to deliver the events; 9 schools will be participating this year (1 more than in the previous year) and 24 - 30 on-site school workshops will be delivered;
- To hold another public art debate as part of the Frieze International Art Fair in October 2015. The venue and the speakers should be adequately selected;
- To continue bi-monthly meetings with the Communications Sub-Group (comprising members from the project partner organisations), aiming to deliver a broader and more successful communications strategy and PR campaign.

**Year 6 (2016-2017)**

It is proposed that the public art project will continue to be delivered as an annual rolling programme, renewed every summer and this report also seeks to request funding for Year 6 of the project. The City's public art initiative is gaining ever increasing support from art galleries, Members and local stakeholders year upon year. The timely approval of funding for Year 6 (2016/17) will allow the delivery team to strengthen relationships with both existing and new project partners and a broader range of art galleries.

**Next Steps Programme**

The key dates for Year 5 (2015) of the project are as follows:

• February/March – Selection of shortlisted artworks
• April – Submit planning applications for artworks
• May – De- installation of artworks Year 4
• June – Installation of artwork Year 5
• July – Launch event, "Sculpture in the City 2015"

It is proposed to plan the delivery of the project over two years on a rolling basis, and engage businesses and galleries over a programme for Years 5 and 6. This would enable better financial planning, facilitate Corporate Social Responsibility input from partners, enable businesses to make decisions in good time before the end of the financial year, and allow the galleries to contribute more fully as they plan their exhibitions two years in advance. This would also provide flexibility to allocate funding over the 2 year period and to plan for changing artworks on a 6 or 12 monthly basis, depending on what may work best for the project, galleries, partners and the City.

## Budget

In Year 5 it is expected the cost of delivering the project will be greater than in Year 4. This is to allow the City to build on the success and exposure of the project from last year. The increased cost of the project will be fully met, and limited by, by the financial contribution from external partners.

The increase in cost represents:

1. Planned project growth, scale and scope.
2. Greater project delivery costs as a result of installing more artworks (15-16 pieces in total).
3. Increase in costs to organize and deliver additional school workshops and community events.
4. Increase in costs to deliver a better targeted promotional campaign and communications strategy.

Funding sources for Year 5 are as follows (*please refer to Table 02*):

- Projected income from confirmed external partners amounts to a total of £250k with a total of 10 project partners for this Year's project. Confirmed financial contributions in Year 5 are from:
  - Hiscox
  - Aviva
  - Aon
  - Willis
  - Tower 42
  - British Land
  - IVG-Europe
  - Brookfield
  - WR Berkeley
  - Lipton/Rogers
- The Sculpture in the City board are seeking to secure additional project partners and increase the external funding provided to deliver the project to £280k.
- The City's contribution will be capped at £90k, funded from environmental enhancement contribution via s106.

Increasing the budget but keeping the delivery format as Year 4 will enable the City to successfully manage the project, given its increased scale and profile, and maintain a leading role as project coordinator.

Taking account of the increased external contributions from the project partners, this means that the City will fund 24% of the total capital value of the project; with external partners providing 76% of the project value (*please refer to Table 01*).

**Table 01.** Financial contributions; Years 1 - 6

Annual project	External contributions (£)	Percentage of total project cost External contributions (%)	City contributions (£)	Percentage of total project cost City contributions (%)	TOTAL PROJECT VALUE
Year 1 (2011-2012)	£24,500	28%	£63,269	72%	<b>£87,759</b>
Year 2 (2012-2013)	£79,500	52.5%	£72,000	47.5%	<b>£151,500</b>
Year 3 (2013-2014)	£170,000	76%	£54,000	24%	<b>£224,000</b>

Year 4 (2014-2015)	£220,000	71%	£90,000	29%	<b>£310,000</b>
Year 5 (2015-2016)	£280,000	76%	£90,000	24%	£370,000
Year 6 (2016-2017) (projected income)	£280,000	76%	£90,000	24%	£370,000

**Table 02. Projected funding sources (Year 5)**

Funding source	Purpose	amount (£)
City of London Contribution (S106 agreement - Pinnacle development)	Project delivery & consultant fees	£90,000.00
External contributions (projected income from current project partners)	Project delivery	£280,000.00
<b>Total projected funding sources)</b>		<b>£370,000.00 *</b>

\* Please refer to Appendix C for full breakdown of costs.

As described above the City currently contributes to the costs of the project delivery by allocating interest accrued on Section 106 funding received from developers that can be used for environmental enhancement within the area. This remains the proposed source to fund Year 6 of the project in 2016/17, however the longer-term funding strategy of the project is currently being reviewed due to use of the core S106 funding to implement projects resulting in a reduction in the amount of interest accruing, therefore leading this to be an ever reducing funding source.

**Procurement**

The unique nature of the project requires a specific range of specialist external consultants. Experience and successful delivery of the project has shown that it is important to maintain good working relationships with project partners, galleries and artists.

To build on the success of the previous years, it is propose that the City appoints the same external consultants as utilised in Year 4 for the delivery of Year 5, therefore maintaining the professional continuity of the project management and project delivery:

- **Lacuna PR Ltd** to be appointed as the co-director of the project to a cost of £50,000 to manage the relationships with the external partners, galleries and artists, and to ensure a successful communication strategy. Lacuna PR Ltd has been involved in the project since its inception in 2010 and forms an essential part of the delivery team. Lacuna PR Ltd brings specialist art and event consultancy skills and is recognised by the partner board as essential to the delivery of the project.

As with previous years, Lacuna PR Ltd will be appointed on a stage payment performance contract, with payment related to obtaining a set number of artworks and partners. This contract is incentivised in allowing a 10% commission against

all cash contributions made by partners, thereby ensuring high levels of client management and fundraising performance.

- **A et Cetera** to be appointed as the project manager, supervised by CoL officers, to a total cost of £40,000. A et Cetera were integral to the successful delivery of Year 4 of the project and provide the specialist project management skills required to delivery this resource intensive and technically difficult project. The outsourcing of the project management for a capped fee will optimize the delivery of the scheme. The main responsibilities will include planning and organising the installation and de-installation of the artworks, liaising with galleries and resolving technical requirements for the installation and de-installation of sculptures, preparing and submitting planning applications for the artworks, preparing Health & Safety Risk Assessments, overseeing on-site installation and de-installation works by the art handling company and general project management tasks and on-going administration of the project.
- **MTEC Warehousing** to be appointed as the art moving specialists for Year 5 at an estimated cost of £155,000. MTEC Warehousing has been involved in the project since its inception in 2010 and undertake the transportation, installation and de-installation of the artworks. MTEC Warehousing are the only art moving company that the galleries and artists will allow to handle their artworks. MTEC Warehousing are industry leading professionals and offer the City of London a 25% discount on their costs as project patrons. MTEC Warehousing have an extensive knowledge of the galleries involved in the project and have previously handled and installed many of the artworks on this year's shortlist. Given their long time involvement on the project, MTEC are also very aware of the City's high standards of working.
- **Open City Architecture** to be appointed as the education and community programme providers for Year 5 of the project at a total cost of £55,000. Open City Architecture have been working on the project for three years now, successfully growing the number of workshops and community events over the years and generating good feedback from Members and the partners board. Open City Architecture are the only such education provider capable of providing the education and engagement programme required for the project and they are required by project partners to satisfy many of their Corporate/Social Responsibility requirements.
- **Brunswick Media** to be appointed for a total of £20,000 for the provision of specialist PR and marketing services. The media exposure provided by Brunswick Media was fundamental to the successful delivery of Year 4 of the project and project partners expect this to be another key output of Year 5 of the project.

	<ul style="list-style-type: none"> <li>• <b>Sally Bowling</b> to be appointed as the conservation and maintenance consultant for Year 5 at a total cost of £10,000. Sally Bowling is the only artwork conservator that the galleries and artist will allow to maintain and inspect their artworks and she has been involved in the project since 2010.</li> </ul> <p>Discussions regarding the appointment of the specialist external consultants for Year 5 of the project have been held with the City's Procurement Service (CPS) and although the project is a rolling annual programme, should Members approve Year 6 of the project, then the CPS will retest the market for the co-director, project manager and education provider type roles and look to put a longer term contract in place for these positions. A waiver form as completed by the Director of Transportation and Public Realm will be required for the appointment of Lacuna PR Ltd, A et Cetera, Brunswick Media and Open City Architecture for Year 5, with MTEC Warehousing and Sally Bowling being direct appointments as the sole providers.</p>
<b>Risk</b>	<ol style="list-style-type: none"> <li>1. <u>Risk:</u> <i>Funding from external partners not secured</i> <u>Mitigating Action:</u> Reduce. Confirm financial contributions and overall budget ahead of finalising the number of artworks to be installed.</li> <li>2. <u>Risk:</u> <i>Artwork not suitable for City locations</i> <u>Mitigating Action:</u> Reduce. Involve art galleries and City officers at an early stage to ensure appropriate artworks are considered. Consult with the Highways team, Development Management and Access on potential sites for artworks as well as reviewing the pieces suitability for public display.</li> <li>3. <u>Risk:</u> <i>Artwork not covered by insurance policy</i> <u>Mitigating Action:</u> Reduce. Involve insurance providers at an early stage of the project to ensure that artwork is suitable for the proposed location and artwork materials are robust for an exterior display.</li> <li>4. <u>Risk:</u> <i>Planning approval not being granted for the artworks selected.</i> <u>Mitigating Action:</u> Reduce. All artworks will be discussed with Development Management ahead of submitting the planning applications. This liaison has already started for this year's installations.</li> <li>5. <u>Risk:</u> <i>Lack of partnership working with leading art galleries, leading to a lower quality of artworks offered.</i> <u>Mitigating Action:</u> Reduce. Continue dialogue with galleries to ensure they remain aware of the benefits of exhibiting artworks in this area.</li> <li>6. <u>Risk:</u> <i>Maintenance and installation costs exceeding available budget.</i> <u>Mitigating Action:</u> Avoid. Liaise with galleries to ensure all costs are planned for, and budgets take into account artwork-specific maintenance regimes.</li> </ol>
<b>Success Criteria</b>	<ul style="list-style-type: none"> <li>• Help to deliver the City's Cultural Strategy, Visitor Strategy and the City Together Strategy; particularly theme no.4, "is vibrant and culturally rich".</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver 28 - 30 school workshops in partnership with local businesses supporting the City's Cultural Strategy 2012/17.</li> <li>• Continue to develop new and strengthen existing partnerships with key local businesses in the area.</li> <li>• Enhance the City's reputation as a centre of excellence for the display of high profile public art.</li> <li>• Enhance the streets and public spaces in line with Corporate Objectives as per the City's Cultural Strategy and Visitor Strategy.</li> <li>• The project's success has been recognized and is supported by Members, City officers and local stakeholders.</li> <li>• The high quality of artists and galleries shows the credibility of the project in the art world. Sculpture in the City has been presented as a reference during the Venice Biennale 2014.</li> <li>• As with previous years, (2013 and 2014's) have the project included in the Open-House London weekends and free tours.</li> <li>• Continue to feature arts, cultural and business focused publications from all over the world.</li> <li>• As part of the school workshops, children from neighbouring boroughs where able to explore the City and visit buildings that otherwise wouldn't have been possible due to security measures. This promotes the Square Mile, not only as a financial centre, but as a cultural quarter for visitors of enjoy.</li> </ul>
<p><b>Link to Strategic Aims</b></p>	<ul style="list-style-type: none"> <li>• Corporate Plan 2013-2017 Aim 1: To support and promote The City as the world leader in international finance and business services.</li> <li>• The City Together Strategy: Theme 4: "is vibrant and culturally rich: To support and promote the City as a cultural asset and to encourage greater vibrancy and diversity in cultural and leisure activities.</li> <li>• Core Strategy- Policy CS 11: Visitors, Arts and Culture</li> <li>• The City's Cultural Strategy 2012/17, aligning to two of its five supporting themes – Working in Partnership and Education and Learning</li> <li>• The City's Visitor Strategy 2013/17, SA1 (strategic aim 1) – "to develop a compelling offer for all our visitors, celebrating the City's unique heritage and cultural output, especially through the delivery of ... art-on-street initiatives"</li> </ul>
<p><b>Communications</b></p>	<p>Officers consult on a regular basis with the Partners Board, project partners, and local stakeholders.</p> <p>Since its inception in 2010, the Partners Board, now chaired by Vivienne Littlechild, has met on a regular basis and has proved to be a successful governance body for the project. The Board is responsible for making decisions and ensuring a consistent quality of artwork is maintained.</p>



	<p>In March 2014, the role of Lacuna PR Ltd was expanded for Year 4 and will be maintained for Year 5. This has enabled the communications and relationships with existing partners to be more closely managed as well as promoting the project more widely and bringing on board new partners. Experience has shown that it is important to maintain good working relationships with project partners and galleries. Lacuna PR Ltd has previous experience of event management in similar projects. The consultant will also manage and direct the marketing campaign, in collaboration with an external PR consultant (appointed by the City) and the City's Visitor development Team in Culture, Heritage and Libraries.</p> <p>An external PR consultant (Brunswick Media) will prepare and deliver a targeted marketing and PR campaign in line with the City's corporate objectives. The campaign will be monitored by <i>the Communications Sub-Group</i>, which is formed by representatives from the project partners and managed by Lacuna PR Ltd. The Communications Sub-Group will provide a steer to the press and marketing campaign and will help to develop a link between the Communications and PR departments from the various partners.</p> <p>As with Year 4, the role of A et cetera is proposed to include the liaison with the general public enquiries, with Planning Consultation Notices on site.</p> <p>Internally, all installations and de-installation works will be planned in consultation with the relevant CoL departments and local stakeholders.</p>
<p><b>Benefits achievement</b></p>	<ul style="list-style-type: none"> <li>• The streets and spaces have been enhanced with public art and art-related activities in line with Corporate Strategic and Cultural objectives (CoL Cultural Strategy, Visitor Strategy and Core Strategy objectives).</li> <li>• Strong partnerships have been created with key private businesses and stakeholders in the area.</li> <li>• The reputation of the City of London as a cultural centre has been promoted all around the world with the international coverage received for Year 4, and Year 5 intends to build on this.</li> <li>• Public art makes the City a more attractive place to be contributing to the reasons why businesses would wish to remain or locate in the City.</li> <li>• The economic, social &amp; cultural benefits and impacts of the project have been highlighted in a report published by BOP Consulting in 2013. The study demonstrates that an arts and culture cluster contributes <i>[...to the bringing vibrancy and diversity to the City by shaping the identity of the area, and providing learning and active citizenship opportunities...]</i>.</li> </ul>
<p><b>Lessons</b></p>	<ul style="list-style-type: none"> <li>• Lessons from Year 3 have been successfully taken into consideration in Year 4 avoiding additional cost to the project. For Year 5, officers will again explore insurances costs, transport costs and storage costs at an early stage too.</li> <li>• Sculptures with a powder coated finish are not suitable for public display, since damage is not easy to repair.</li> <li>• Close working relationship with Access and Highways team is necessary, in order to foresee the requirements for appropriate locations on street.</li> </ul>

	<p>For example, early notification for plinth works need to be made to have a smooth process in getting planning applications.</p> <ul style="list-style-type: none"> <li>• For Year 4, the “Work Scaffolding Sculpture” by Ben Long and “Box sized DIE featuring Unfathomable Ruination” by João Onofre had to be removed earlier than planned due to facilitate project partners’ requirements. These de-installations were readily accommodated and this demonstrates the flexibility of the project and the ability to manage early removal of artwork in a tight timeframe.</li> <li>• If works by young or emerging artists/galleries are selected then they must be reviewed in person by project board members or the co-directors to ensure they are of the quality required for the project.</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>i) Note the contents of this update report and agree the shortlist of artworks for Year 5, attached in <i>Appendix D</i>.</li> <li>ii) Note that a sum of £90,000 from s106 funds has already been approved in March 2014 as a contribution towards delivery of the Year 5 programme</li> <li>iii) Approve a project budget of up to £370,000 for Year 5 ( 2015/16) of the project subject to securing all funding additional to ii) above from external partners;</li> <li>iv) Approve the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, MTEC Warehousing, Open City Architecture, Brunswick Media and Sally Bowling) as described in the procurement section;</li> <li>v) Approve a contribution of £90k from the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 6 (2016/2017).</li> <li>vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.</li> </ul>
<b>Next Progress Report</b>	Spring 2016

Report author:

**Trent Burke**

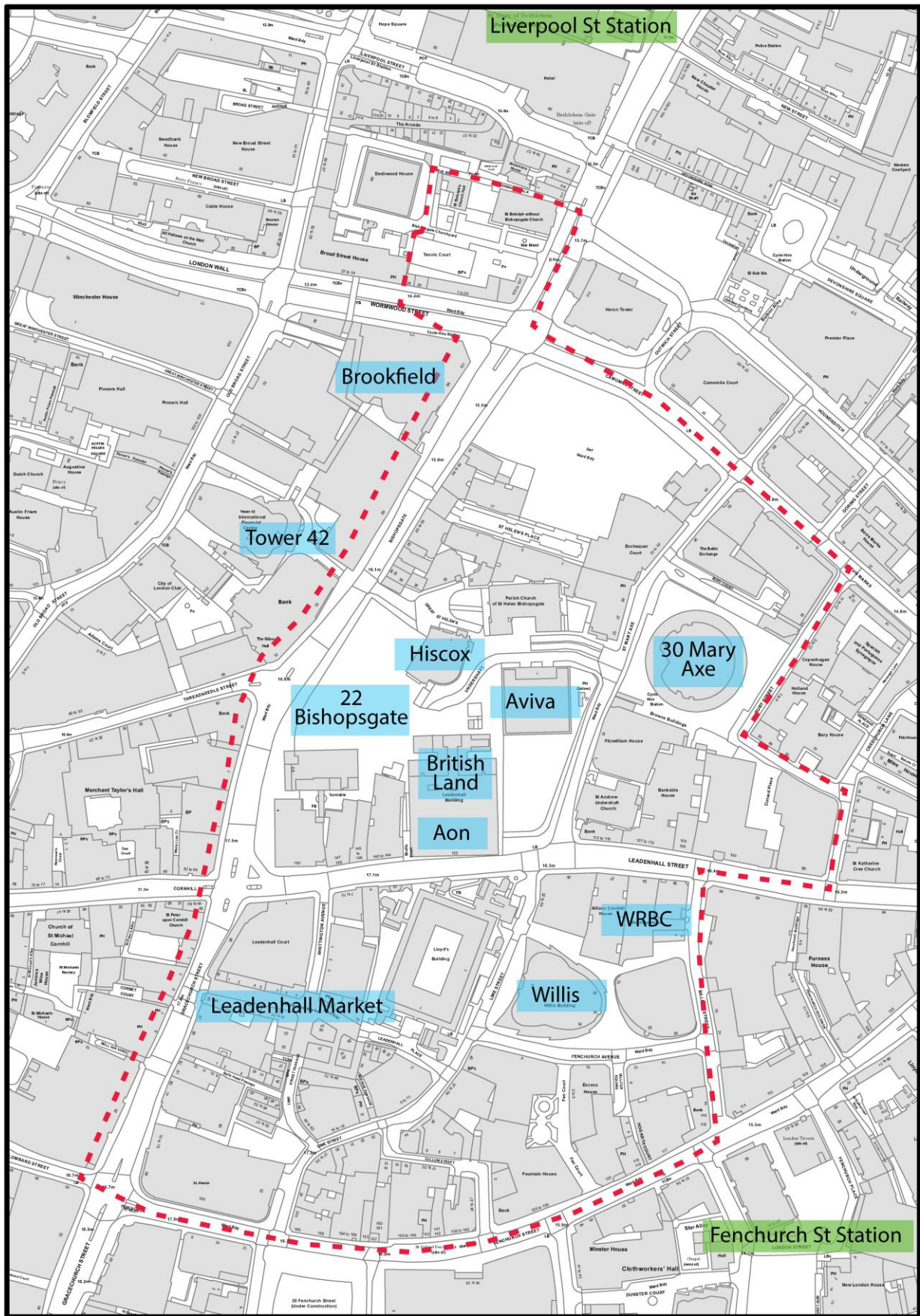
Project Officer - Environmental Enhancement (020 7332 3986)

Department of the Built Environment

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## **Appendices**

<b>Appendix A</b>	Map of sculpture space, Year 5. Boundary Area.
<b>Appendix B</b>	Value of Artwork – Year 5 (2015 -2016)
<b>Appendix C</b>	Budget breakdown – Year 5 (2015 -2016)
<b>Appendix D</b>	Shortlist of artworks proposed for Year 5



**Appendix B** Value of Artwork – Year 5 (2015 -2016)

The table below sets out the value of the artworks as supplied by the galleries and the loan value is based on the current commercial rate for rental of artworks from commercial sculpture parks.

<b>Gallery/owner</b>	<b>Artist</b>	<b>Title</b>	<b>Value (£)</b>	<b>Loan Value (£)</b>
White Cube	Kris Martin	Bells II	170,000	11,900
Damien Hirst	Damien Hirst	Charity	1,500,000	105,000
Corvi-Mora	Tomoaki Suzuki	Carson, Zezi, Emma, Takeshi, Nia,	120,000	8,400
Gazelli Art House	Shan Hur	Proposal 2	75,000	5,250
James Cohan Gallery	Folkert de Jong	Old DNA	67,000	4,690
Lisson Gallery	Ai Weiwei	Forever	2,000,000	140,000
	Ceal Floyer	Greener Grass	3,634	254
Marlborough contemporary	Sigalit Landau	'O my friends, there are no friends'	70,000	4,900
	Adam Chodzko	Ghost	65,000	4,550
New Art Centre	Laura Ford	Day of Judgement - cat 2	70,000	4,900
Pangolin London Sculpture Gallery	Bruce Beasley	Breakout II	32,333	2,263
Rosenfeld Porcini	Keita Miyazaki	Organism of Control #8	35,000	2,450
White Cube	Kris Martin	Altar	115,000	8,050
William Benington Gallery	Ekkehard Altenburger	Red Atlas	11,500	805
Xavier Veilhan	Xavier Veilhan	Les rayons	40,000	2,800
<b>TOTAL</b>			<b>4,374,467</b>	<b>306,212</b>

**Appendix C** Budget breakdown – Year 5 (2015 -2016)

	<b>YEAR 4</b> <i>CoL Committee approved costs</i>	<b>YEAR 4</b> <i>Actual costs</i>	<b>Difference</b>	<b>YEAR 5</b> <i>Estimated delivery of project costs</i>
<b>Fees</b>	<b>amount (£)</b>	<b>amount (£)</b>	<b>amount (£)</b>	<b>amount (£)</b>
Lacuna PR Ltd – project consultant	£50,000.00	£50,000.00	£0.00	£50,000.00
Cleaning and maintenance of artwork installed (9-12 months)	£10,000.00	£8,000.00	£2,000.00	£10,000.00
Marketing and PR campaign	£15,000.00	£17,000.00	-£2,000.00	£20,000.00
Website and photography	£2,000.00	£6,500.00	-£4,500.00	£2,000.00
Open City – School workshops & community events	£50,000.00	£46,000.00	£4,000.00	£55,000.00
Insurance for the artwork	£2,000.00	£0.00	£2,000.00	£2,000.00
Storage of cases (9-12 months)	£4,000.00	£1,500.00	£2,500.00	£4,000.00
Incidentals	£2,000.00	£3,226.00	-£1,226.00	£2,000.00
Col costs/fees	£48,000.00	£48,000.00	£0.00	£50,000.00
<b>TOTAL FEES</b>	<b>£183,000.00</b>	<b>£180,226.00</b>	<b>£2,774.00</b>	<b>£195,000.00</b>
<b>Works</b>	<b>amount (£)</b>	<b>amount (£)</b>	<b>amount (£)</b>	<b>amount (£)</b>
De-installation of artwork (including MTEC discount)	£41,756.00	£44,177.00	-£2,421.00	£34,500.00
Installation of artwork (including MTEC discount)	£85,244.00	£81,196.00	£4,048.00	£120,000.00
Information plinths	£0.00	£6,500.00	-£6,500.00	£0.00
<b>TOTAL WORKS</b>	<b>£127,000.00</b>	<b>£131,873.00</b>	<b>-£4,873.00</b>	<b>£154,500.00</b>
<b>TOTAL PROJECTED COSTS</b>	<b>£310,000.00</b>	<b>£312,099.00</b>	<b>-£2,099.00</b>	<b>£349,500.00</b>
Sub - total <i>projected</i> income - External contributions	£220,000.00	£220,000.00	£0.00	£280,000.00
Sub - total <i>projected</i> income – City of London contribution	£90,000.00	£90,000.00	£0.00	£90,000.00
<b>TOTAL PROJECTED INCOME</b>	<b>£310,000.00</b>	<b>£310,000.00</b>	<b>£0.00</b>	<b>£370,000.00</b>

**Appendix D** Shortlist of artworks proposed for Year 5

# Sculpture in the City 2015



St Boltoph-without-Bishopsgate (key hole)



Bishopsgate / London Wall corner



St Helen's Bishopsgate



Undershaft - Hiscox



Undershaft



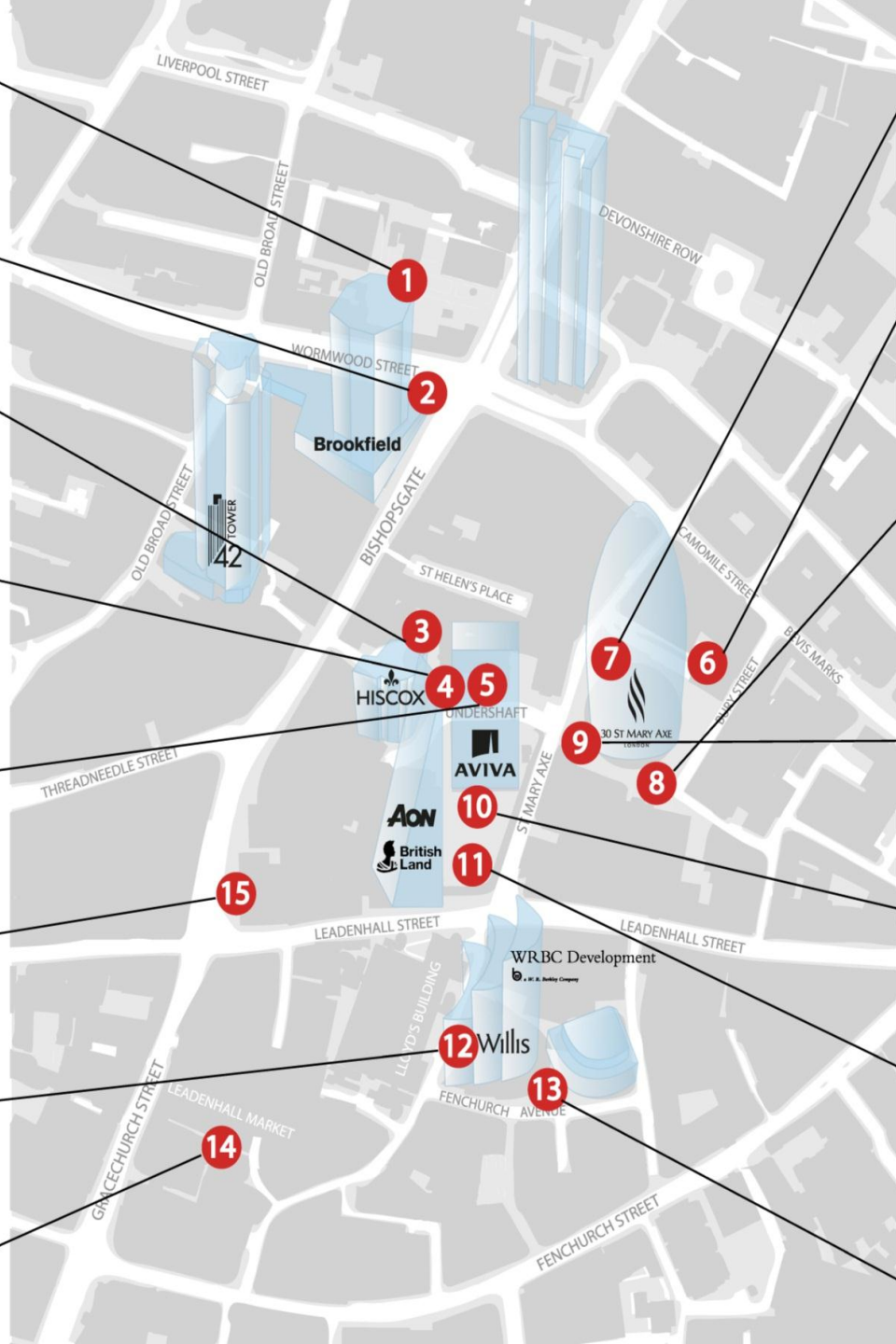
150 Leadenhall Street



Lime Street



Leadenhall Market



North west public space at the Gherkin



Bury Court



South East-public space at the Gherkin



South West public space at the Gherkin



St Helen Square (Aviva)



St Helen Square (Aviva)



South east public space at Willis







<b>Title</b>	Altar
<b>Artist</b>	Kris Martin
<b>Location</b>	St Botolph-without-Bishopsgate Gardens
<b>Date</b>	2014
<b>Gallery</b>	White Cube
<b>Material</b>	Raw steel
<b>Dimensions</b>	3,5 m x 4,6 m
<b>Weight</b>	800kg

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<b>Title</b>	Bells II
<b>Artist</b>	Kris Martin
<b>Location</b>	Bishopsgate / Warmwood Street
<b>Date</b>	2014
<b>Gallery</b>	White Cube
<b>Material</b>	Bronze
<b>Dimensions</b>	160 x 320 x 160 cm
<b>Weight</b>	935 kg



<b>Title</b>	TBC
<b>Artist</b>	Shan Hur
<b>Location</b>	St Helen's Bishopsgate Churchyard
<b>Date</b>	2015
<b>Gallery</b>	Gazelli Art House
<b>Material</b>	Concrete - finishing: marbling plate; gloss
<b>Dimensions</b>	height 360cm
<b>Weight</b>	TBC



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<b>Title</b>	Breakout II
<b>Artist</b>	Bruce Beasley
<b>Location</b>	Undershaft
<b>Date</b>	1992
<b>Gallery</b>	Pangolin London Sculpture Gallery
<b>Material</b>	Bronze
<b>Dimensions</b>	H 145 x W 229 x D 61 cm
<b>Weight</b>	200 kg



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<b>Title</b>		Charity
<b>Artist</b>		Damien Hirst
<b>Location</b>		Undershaft
<b>Date</b>		2002 - 2003
<b>Gallery</b>		Damien Hirst
<b>Material</b>		Painted bronze
<b>Dimensions</b>		6858 x 2438 x 2438 mm
<b>Weight</b>		3800 kg



**Title** | Organism of Control #8

**Artist** | Keita Miyazaki

**Location** | Bury Court

**Date** | 2014

**Gallery** | Rosenfeld Porcini

**Material** | Car parts, plastic sheet, epoxy resin, urethane, stainless steel, speaker system

**Dimensions** | H x W x D: 330 x 115 x 70 cm

**Weight** | 85kg



Page

<b>Title</b>		Forever
<b>Artist</b>		Ai Weiwei
<b>Location</b>		30 Mary Axe (Gherkin)
<b>Date</b>		2014
<b>Gallery</b>		Lisson Gallery
<b>Material</b>		stainless steel
<b>Dimensions</b>		728.6 x 1603.8 x 397.9 cm
<b>Weight</b>		TBC



<b>Title</b>	Carson, Zezi, Emma, Takeshi, Nia,
<b>Artist</b>	Tomoaki Suzuki
<b>Location</b>	30 Mary Axe (Gherkin)
<b>Date</b>	2012-2013
<b>Gallery</b>	Corvi-Mora
<b>Material</b>	Bronze, painted
<b>Dimensions</b>	56 x 17.5 x 10 cm, 56.5 x 25 x 11 cm, 51 x 15 x 10 cm, 51 x 17 x 13.5 cm, 54 x 15.5 x 9 cm,
<b>Weight</b>	200kg in total / 40kg each





<b>Title</b>	Red Atlas
<b>Artist</b>	Ekkehard Altenburger
<b>Location</b>	30 Mary Axe (Gherkin)
<b>Date</b>	2012
<b>Gallery</b>	William Benington Gallery
<b>Material</b>	red and black granite with rubber joints
<b>Dimensions</b>	diameter: 150 cm height: 270 cm
<b>Weight</b>	225 kg



<b>Title</b>	Greener Grass
<b>Artist</b>	Ceal Floyer
<b>Location</b>	St Helen's Square
<b>Date</b>	2014
<b>Gallery</b>	Lisson Gallery
<b>Material</b>	real grass / inbuilt irrigation system
<b>Dimensions</b>	16 x 1023.75 x 330 cm
<b>Weight</b>	TBC



<b>Title</b>	'O my friends, there are no friends'
<b>Artist</b>	Sigalit Landau
<b>Location</b>	St Helen's Square
<b>Date</b>	2011
<b>Gallery</b>	Marlborough Contemporary
<b>Material</b>	12 Pairs of Bronze Shoes
<b>Dimensions</b>	300cm diameter circle
<b>Weight</b>	30/40 kg





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<b>Title</b>	Old DNA
<b>Artist</b>	Folkert de Jong
<b>Location</b>	Lime Street, outside Willis
<b>Date</b>	2014
<b>Gallery</b>	James Cohan Gallery
<b>Material</b>	Patinated bronze
<b>Dimensions</b>	210 x 80 x 50 cm
<b>Weight</b>	200 KG



<b>Title</b>	Les rayons
<b>Artist</b>	Xavier Veilhan
<b>Location</b>	Fenchurch Avenue, outside Willis
<b>Date</b>	2015
<b>Gallery</b>	Xavier Veilhan
<b>Material</b>	Stainless steel
<b>Dimensions</b>	Variable - 300 x 2200 x 200 cm
<b>Weight</b>	20 kg per yarn



Page

<b>Title</b>	Ghost
<b>Artist</b>	Adam Chodzko
<b>Location</b>	Leadenhall Market
<b>Date</b>	2010
<b>Gallery</b>	Marlborough Contemporary
<b>Material</b>	Alaskan yellow cedar, Fijian mahogany, oak, ash, olive and walnut / mix media and Video camera
<b>Dimensions</b>	H 59cm x W 78cm x L 670cm
<b>Weight</b>	100 kg



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<b>Title</b>	Day of Judgement – Cat 2
<b>Artist</b>	Laura Ford
<b>Location</b>	150 Leadenhall Street
<b>Date</b>	2012
<b>Gallery</b>	New Art Centre
<b>Material</b>	Bronze
<b>Dimensions</b>	106 x 203 x 100 cm
<b>Weight</b>	120 kg

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<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries	26 May 2015
<b>Subject:</b> City of London Information Centre: economic impact study and review of progress against SBR savings	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>
<p><b>Summary</b></p> <p>On Monday 11 May at the VisitEngland Awards for Excellence 2015, the City of London Information Centre (CIC) achieved gold in the category Visitor Information Provider of the Year. Known by some as England’s “tourism Oscars”, this prestigious award recognises the huge contribution the CIC has made to the London and national tourism industry and the exceptionally high quality of the service it delivers seven days a week, 363 days a year.</p> <p>This report and its appendix provide information and evidence of the unique role of the Centre and its economic impact, estimated at £3.55m year-on-year nationally (£1.8m generated in the City). The report also seeks to update Members on the large body of work the CIC has undertaken to achieve savings agreed under the Service Based Review (SBR).</p> <p>These successes should be considered in tandem with the very many services the CIC provides for London and the nation including its leading role in implementing and co-ordinating a national Tourist Information Centre staff exchange programme, in co-ordinating the London TIC network and in delivering expert training to a wide variety of London visitor operatives including the GLA’s volunteer Ambassadors, TfL Visitor Centre staff and local street guide schemes.</p> <p><b>Recommendation(s)</b></p> <p>It is recommended that Members:</p> <ul style="list-style-type: none"> <li>• Receive and note the contents of this report for information</li> </ul>	

## Main Report

### Background

1. The City of London Information Centre (CIC) is central London’s only official tourist information centre (TIC). It is highly regarded within the industry for its expertise and knowledge of London’s tourism product and for the high quality of service it delivers to over 300,000 visitors year-on-year.

2. This reputation has been earned through deliberate efforts to position the Centre as a leader in its field and through the impartiality it has retained when many commercially-sponsored visitor information providers have begun to spring up, provided by BIDS and business consortiums that include local retailers and attractions seeking to drive visitor spend in their immediate areas.
3. Appointed by the GLA, since 2012, to provide London product training for their volunteer Ambassadors year-on-year, the Centre's role has grown substantially in this area. With programmes delivered for TfL and local schemes such as the Cheapside Welcome People, it is widely considered the "go-to" for visitor information in the capital.
4. With ambitions to develop staff and to deliver greater national product knowledge to users (promoting the regions), as well as a desire to share best practice and develop its own business model, the CIC implemented a national programme of Tourist Information Centre (TIC) staff exchanges last year. To date, exchanges have been realised with Greenwich, Windsor and Belfast, with Derry, Oxford and Guildford scheduled for 2015. The programme has attracted the interest of VisitEngland and early discussions are underway as to how they might adopt the model and offer it as an opportunity to their partners.
5. In addition to the above, the Centre plays the lead role in co-ordinating the London TIC network. Having taken this group over from the GLA as part of an Olympic legacy, it continues to champion regular meetings and knowledge sharing to deliver service improvements and enhance the experience for all visitors to the capital.
6. In recognition of the large body of work the Centre has undertaken to serve London and the nation (detailed above) as well as the superlative service received by its users, it was recently acknowledged with the highest accolade it could achieve – winning Gold in the category of Visitor Information Centre of the Year at the VisitEngland Awards for Excellence 2015.

### **Current Position**

7. Since achieving a peak footfall of 399,899 in 2012/13, the Centre has seen visitor numbers diminish. This has been due to external factors outside of the Centre's control including temporary disruptions such as roadworks preventing hop on/off tour buses stopping in St Paul's Churchyard (and thus tourists disembarking) as well as the more significant and permanent impact of St Paul's Cathedral pulling out of the London Leisure Pass - resulting in far fewer incidental tourists in the area (those who have a free entry to St Paul's by virtue of the collective pass). This has seen numbers diminish significantly for the cathedral and – in 2014/15 – a corresponding drop in footfall at the CIC of 19.2%.
8. The CIC has been quick to respond and – working with your visitor development team at Guildhall – it has implemented a number of initiatives to reverse the decline. This includes the Centre being one of a handful of London map centres for the current Shaun the Sheep trail, exclusive ticket redemption and sales deals with organisations such as Open Garden Squares

Weekend and winning roles that help position it in the minds of new audiences – not least of these is its position as London’s Official TIC for the Rugby World Cup later this year. To date the results look promising with significant growth evident since December last year:

Month	2013/14	2014/15	Growth (%)
December	30692	31775	3.5
January	20841	23869	14.5
February	20441	27139	33
March	21484	26043	21
April	27298	41030	50

- From appendix 1, and based on the lowest and most recent footfall data available at the time of compiling, Acorn Consulting has calculated the economic impact of the Centre to be £3.55m a year in additional visitor spend (spend that would not happen if the Centre did not exist). This is broken down as £350,000 at the Centre (purchasing tickets for attractions and events across London), £1.8m in the City, £1.2m in Greater London and £240,000 in the rest of the UK. It is worth noting that as footfall increases (as shown in the chart above) this figure is set to rise significantly.

## Proposals

- In late 2014, it was agreed under the auspices of the Service Based Review (SBR) that the City Information Centre should look to review its business model and achieve savings of £105,000 over three years (£35,000 per year). This represents an overall reduction in local risk of 49% (using 2014/15 totals).
- To help achieve this, the CIC has effected a staff restructure through natural attrition to achieve a saving of £25,000 in this and future years.
- In addition, the CIC proposed to your Committee in July last year the introduction of foreign exchange service, to be delivered by a third party provider. The contractual and logistical implications of such a service have been far more complex than originally anticipated and it is to the credit of all officers across the City Corporation working to achieve this ambition that these are now resolved. It is anticipated the pilot one-year tenure of 1<sup>st</sup> Currency will start on Wednesday 3 June this year and earn the Centre a guaranteed £40,000.
- Complementing this, a contract has also been agreed with a leaflet distributor to which the Centre will sell 72 premium space (top rack) themed leaflet racks for the display of leaflets for relevant paying attractions, events or destinations and allocate up to 30% of internal and external screen display space for the same. This is expected to achieve £7,000 in this financial year and a minimum of £12,000 in future years.

14. Together, these three initiatives will deliver £72,000 of savings for the Centre in this financial year. It should be noted however that while the staffing structure and leaflet racks are likely to continue to deliver similar levels of savings year-on-year, the foreign exchange is a pilot and – depending on the business performance of the operation – may, or may not be carried into future years.
15. For that reason and to achieve further savings that will enable the Centre to reach its £105,000 target by 2017/18, a number of other schemes have been considered. They include a partnership with a local or neighbouring BID, online ticket sales, the introduction of cash machines, a premium partnership scheme with regional destination management organisations (DMOs) and the growth of ticket sale exclusives. These are actively being explored and your Committee will be updated on progress in due course.

### **Corporate & Strategic Implications**

16. The City Information is an asset provided by the City Corporation that helps it achieve two core priorities in its Corporate Plan 2015/19:
  - a. KPP4: Maximising the opportunities and benefits afforded by our role in supporting London's communities
  - b. KPP5: Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation
17. The proposals for income generation align with KPP2 of the same Plan: "Improving the value for money of our services within the constraints of reduced resources"

### **Conclusion**

18. The Centre is a valuable asset to the City Corporation, reputationally, strategically and economically, delivering positive recognition for the organisation through its work with bodies like VisitEngland, the GLA, TfL, and regional tourism offices, helping it to achieve strategic objectives as outlined above and providing in excess of £3.5m economic benefit to the tourism industry nationally
19. A series of challenges have presented themselves to the Centre in the last year including declining footfall figures and the need to deliver significant savings, as required under the City's Service Based Review (SBR).
20. The Centre has responded positively to these challenges, reversing the footfall trend and delivering savings significantly above and beyond its first year targets. Work will continue to diversify the business model of the Centre, not only to achieve savings but so as to remain at the forefront of its field as an innovative and internationally recognised tourist information centre.

## **Appendices**

- Appendix 1: Acorn Tourism Development Consultants; *Assessing the Added Value*

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<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 26 May 2015
<b>Subject:</b> Decision taken under Urgency since the last meeting of the Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<p><b>Summary</b> This report advises Members of action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, and in accordance with Standing Order No. 41.</p> <p><b>Recommendation:</b> Members are asked to note the following decision, taken under urgency, since the last meeting:</p> <p><b><u>City Arts Initiative - RNLI application: 'Tonne of Water' :</u></b></p> <p><b>An application from the RNLI to place an awareness raising installation on Tower Bridge, from the end of May until September 2015.</b></p>	

**BACKGROUND:**

The RNLI approached the City of London Corporation in order to place an awareness raising installation on Tower Bridge from the end of May until September 2015. Members are asked to note that, in London, more people drown in the River Thames than cyclists are killed on the roads, and the RNLI are seeking to raise the public's awareness of the dangers of the river. Tower Bridge is one of the busiest locations for the RNLI and they would like to help change that in any way they can.

The object they propose to install is a "frustrum" or truncated pyramid. The object's frame is painted in "lifeboat orange" and is very arresting; the faces are clear and it is filled with a tonne of water (1,000 ltrs). There are graphics on the side, which challenge the reader to see if they can move it. Naturally, they can't! The objective is to engage with the public in a light-hearted manner, but to give valuable information regarding to unseen dangers of entering the river, e.g. the very low temperature.

**REASON FOR URGENCY:**

Given that approval was required in early April, for installation at the end of May, and the next meeting of the Culture Heritage and Libraries Committee was not until 26<sup>th</sup> May 2015, officers sought a decision under Urgency. The Director of Culture, Heritage and Libraries consulted City Arts Initiative Members, who supported the initiative, both as a worthwhile cause and for being stunning artistically.

**ACTION TAKEN:**

The Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee approved an application from the RNLI to place an awareness raising installation on Tower Bridge, from the end of May until September 2015.

*Julie Mayer*

*Town Clerk's*

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