



Culture, Heritage and Libraries Committee

Date: MONDAY, 13 JULY 2015
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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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. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 26th May 2015.

For Decision
(Pages 1 - 8)
4. **MINUTES FROM THE BENEFICES SUB COMMITTEE**
To receive the public minutes and non-public summary of the Benefices Sub Committee held on 11th June 2015.

For Information
(Pages 9 - 12)
5. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN - 2014-2015 OUTTURN REPORT**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 13 - 32)
6. **CULTURE, HERITAGE AND LIBRARIES - 2014-15 REVENUE OUTTURN REPORT**
Joint report of the Chamberlain and Director of Culture, Heritage and Libraries.

For Information
(Pages 33 - 40)
7. **GRANT GIVING: REPORT OF CROSS-CUTTING SERVICE BASED REVIEW**
Report of the Deputy Town Clerk (on behalf of the Chief Officers' Group)
Together with resolutions from the Policy and Resource Committee to the Finance Committee and from the Finance Committee to the Culture, Heritage and Libraries Committee.

For Decision
(Pages 41 - 64)
8. **GUILDHALL LIBRARY CENTENARY FUND**
Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 65 - 68)

9. **CHARITIES RISK REGISTER**

Joint report of the Chamberlain and Director of Culture, Heritage and Libraries
Please note this report has a non-public appendix at Agenda item 18.

For Decision
(Pages 69 - 76)

10. **ROMANS: A PARTNERSHIP WITH MUSEUM OF LONDON**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 77 - 82)

11. **GREAT FIRE OF LONDON: ESTIMATED VALUE OF BENEFIT-IN-KIND TO BE RECEIVED BY ARTICHOKE FOR SEPTEMBER 2016 EVENTS**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 83 - 88)

12. **CITY OF LONDON FESTIVAL - 2016 GRANT**

Joint Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 89 - 104)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

16. **NON PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 26th May 2015.

For Decision
(Pages 105 - 106)

17. **NON PUBLIC MINUTES FROM THE BENEFICES SUB COMMITTEE**

To receive the non-public minutes of the Benefices Sub Committee held on 11th June 2015.

For Information
(Pages 107 - 108)

18. **CHARITIES RISK REGISTER**
A non-public appendix in respect of agenda item 9.

For Decision
(Pages 109 - 110)

19. **TOWER BRIDGE AND THE MONUMENT 2014/15 PERFORMANCE REPORT**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 111 - 120)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Tuesday, 26 May 2015

Minutes of the meeting of the Culture, Heritage and Libraries Committee held
at the Guildhall EC2 at 11.30 am

Present

Members:

Mark Boleat	Sylvia Moys
Deputy Michael Cassidy	Barbara Newman
Deputy Billy Dove	Graham Packham
Deputy Anthony Eskenzi	Judith Pleasance
Lucy Frew	Henrika Priest
Alderman Sir Roger Gifford (in the Chair)	Stephen Quilter
Alderman Alison Gowman	John Scott
Deputy Brian Harris	Deputy Dr Giles Shilson
Deputy, the Rev. Stephen Haines	Deputy John Bennett (Ex-Officio Member)
Tom Hoffman	
Ann Holmes	
Wendy Hyde	
Deputy Alistair King	
Vivienne Littlechild	
Paul Martinelli	
Jeremy Mayhew	

Officers:

Julie Mayer	Town Clerk's Department
Mark Jarvis	Chamberlain's Department
Steven Chandler	City Surveyor's Department
David Pearson	Director of Culture, Heritage and Libraries
Nick Bodger	Culture, Heritage and Libraries Department
Margaret Jackson	Culture, Heritage and Libraries Department
Geoff Pick	Culture, Heritage and Libraries Department
Julian Kverndale	City Surveyor's Department
Andrew Buckingham	Public Relations

1. APOLOGIES

Apologies were received from Ann Pembroke, Emma Price, Deputy Gerald Pulman, Mark Wheatley, Jamie Ingham Clark, Kevin Everett, John Tomlinson and Delis Regis.

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

Mrs Vivienne Littlechild declared a non-pecuniary interest in item 14 as she is a supporter of the RNLI.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council, dated 23rd April 2015.

4. **ELECTION OF CHAIRMAN**

The Committee moved to elect a Chairman in accordance with Standing Order 29.

The Town Clerk read a list of Members eligible to stand and Vivienne Littlechild, being the only Member indicating her willingness to serve, was declared Chairman for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Board moved to elect a Deputy Chairman in accordance with Standing Order 30.

Once again the Town Clerk read a list of Members eligible to serve; 3 Members had previously expressed an interest and statements in support of their nominations had been emailed and tabled. There were no further expressions declared at the meeting and following a ballot, the result was as follows:

- Graham Packham - 9
- Lucy Frew - 7
- Judith Pleasance – 6

As no member had polled a majority of the votes cast, there was a further ballot between Mr Packham and Ms Frew. Following 2 recounts, this resulted in a draw of 9 votes each.

The Chairman did not wish to use her casting vote and as 2 Members had to leave after the 2nd ballot, there was no re-ballot. Therefore, in accordance with Standing Orders 29 and 30, the Town Clerk drew a winner by lot and Mr Packham was declared as Deputy Chairman for the ensuing year.

6. **MINUTES**

RESOLVED – That, the public minutes and non-public summary of the meeting held on 3 March 2014 be approved, subject to an amendment recording Deputy John Bennett as having been present.

Matters arising

- Members noted that a report on the Centenary Fund would be presented to the July Committee.
- There was a recommendation in respect of the role of Members on Project Boards in the next report on this agenda.
- In respect of the dagger piece referred to in item 5 (City Arts initiative), Members noted that this had been abandoned, as it had not been possible to source a suitable model.

7. **APPOINTMENT OF SUB COMMITTEES AND KEATS HOUSE CONSULTATIVE COMMITTEE 2014/15**

The Committee considered a report of the Town Clerk regarding the appointment of Sub Committees for the ensuing year (2015/16).

RESOLVED – That, the following Memberships be agreed: -

Reference Sub Committee

As this Sub Committee had not met for 3 years, Members agreed that it should be held in abeyance until such time as a Reference Sub Committee was required.

Benefices Sub Committee

Members were reminded that, following the agreement of the Culture, Heritage and Libraries Committee on 2 March 2015, all Members of the Court had been canvassed for expressions of interest. As there had been 8 expressions of interest, with all Members meeting the desired criteria, Members agreed to widen the Membership from 6 (including the Chairman and Deputy Chairman as ex-officio) to 10, as follows:

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
Deputy Billy Dove
Tom Hoffman
Gregory Jones
Virginia Rounding
Nigel Challis
Andrew McMurtrie
Dennis Cotgrove
William Fraser

Keats House Consultative Committee

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
Barbara Newman – representative of the Culture, Heritage and Libraries Committee
Ann Pembroke – representative of the Culture, Heritage and Libraries Committee

8. **CULTURE, HERITAGE AND LIBRARIES 2015/16 BUSINESS PLAN**

The Committee considered a report of the Director of Culture, Heritage and Libraries, presenting the Department's Business Plan for 2015/16. Members noted, with approval, the more concise and strategic nature of the Plan, modelled on the City of London Corporate Plan.

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

- The focus beyond 2016 would be drawn out in future updates of the Business Plan.
- Technology improvements would be aimed at customer service, as well as efficiency improvements.
- In the future, the bulk of the archives might not need to be in Central London; this was being explored as part of the 20 year plan for service remodelling.
- The increased staffing levels at Tower Bridge had been justified by the extra income generated by the glass walkway.
- There had been some debate at Chief Officer level about the rating of the terrorist risk and the Director accepted that there was a case for it being amber, rather than red.

- The City of London Police were very interested in a temporary display of historic material in the old Clockmakers' premises. Members noted that, in the longer term, this could move to the Museum of London. This project had been the subject of a bid for Heritage Lottery Funding and, if successful, would be the subject of a further report.
- The Director agreed to discuss the visibility of the Guildhall Library with the City Surveyor.
- It was agreed that the following objective be amended, as follows: *further develop the City's contribution to the life of London as a whole*

RESOLVED – That,

1. The contents of the report, with the amendment to the objective on the City's contribution, as set out above and the terrorist risk being amber and not red, be approved.
2. The strategic direction of the department be approved.

9. RISK REGISTER FOR BRIDGE HOUSE ESTATES

The Committee considered a joint report of the Director of Culture, Heritage and Libraries, the Town Clerk and the Chamberlain, seeking approval of the Risk Register for Bridge House Estates. Members noted that further information in respect of tourism operation (red risk) had been provided in the previous report.

RESOLVED – That,

The Register be confirmed as satisfactorily setting out the risks facing the Charity and that appropriate measures are in place to mitigate those risks.

10. EDUCATION STRATEGY – A REPORT ON THE WORK OF THE LEARNING AND ENGAGEMENT FORUM

The Committee received a report of the Director of Culture, Heritage and Libraries, which provided an update on the work of the City's Learning and Engagement Forum.

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

- The Education Board would manage any overlaps and timings of the conference referred to in the report and the Livery conference to be held this summer.
- Livery Companies would welcome the opportunities presented in the report and should be kept informed.
- The Education Board was keen to support the subsidies for schools to the LSSO concerts.
- Officers would respond to schools' requests for support in dealing with cyber bullying.

RESOLVED – That the report be noted.

11. CITY ARTS INITIATIVE

The Committee considered a report of the Director of Culture, Heritage and Libraries, which presented the recommendations of the City Arts Initiative, which had met on 29th April 2015.

RESOLVED – That,

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

12. EASTERN CITY CLUSTER – PUBLIC ART (4&5) – ISSUES REPORT: GATEWAY 6

The Committee considered a report and presentation of the Director of the Built Environment, which updated Members on the Sculpture in the City project delivered in 2014; advised on the preparations for Year 5 and sought approval for funding for the delivery of Year 6 of the project; which would be implemented in 2016/17.

Officers accepted that the timing of the launch on 9th July had been unfortunate, as it co-incided with the City of London Festival and therefore the start times had been staggered; i.e. a tour at 5pm, with a start time of 6pm.

Members also noted that some galleries were limited as to who they were able to work with but officers confirmed that Chamberlain's would undertake all due diligence/background checks as part of the City of London Corporation's procurement process.

RESOLVED – That,

1. The contents of this update report be noted and the shortlist of artworks for Year 5 be agreed;
2. A sum of £90,000 from s106 funds be noted as already having been approved in March 2014, as a contribution towards delivery of the Year 5 programme;
3. A project budget of up to £370,000 for Year 5 (2015/16) be approved, subject to securing all funding additional to (2) above from external partners;
4. 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;
5. A contribution of £90k from the S106 obligation be approved (connected to the Pinnacle development) for the implementation of the project in Year 6 (2016/2017).
6. Authority be delegated 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.

13. CITY OF LONDON INFORMATION CENTRE: ECONOMIC IMPACT STUDY AND REVIEW OF PROGRESS AGAINST SERVICE BASED REVIEW SAVINGS.

The Committee received a report of the Director of Culture, Heritage and Libraries, which provided an update of the City of London Information Centre's (CIC) progress against the service based review savings. Members were very pleased to note that, on 11 May 2015, at the VisitEngland Awards for Excellence 2015, the CIC achieved a Gold Award in the category; 'Visitor Information Provider of the Year' – known by some as the 'Tourism Oscars'! Members also noted an appendix in the non-public part of this agenda.

RESOLVED – That, the report be noted and officers be congratulated for the achievement of the Gold Award for Visitor Information Provider of the Year.

14. DECISIONS TAKEN UNDER URGENCY PROCEDURES.

The Committee received a report of the Town Clerk in respect of an urgent decision taken to approve an application from the RNLI to place an awareness raising installation on Tower Bridge, from the end of May until September 2015.

RESOLVED – That, the report be noted.

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

In response to a question about the communication, advertisement and attendance at various Freedom Q&A sessions; officers advised they were advertised to Members of the relevant committees and stakeholders and to all staff, via the intranet. It was suggested that they also be offered to all Members of the Court, on a first come, first served basis. The Public Relations Officer agreed to consider this further.

16. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

Members agreed to an additional item, which was the subject of a tabled report and presentation on LMA external funding successes and, in particular, the Earls' Court Olympia Archive. Officers were commended for achieving these grants and Members were encouraged to make recommendations in respect of possible suitable archives that could potentially be lodged with LMA. Members noted that a recent approach to the London Metal Exchange had arisen from a Member recommendation.

17. 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.
18 - 20
21, 22

Paragraph No.
3
-

18. NON PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 2nd March 2015 be approved.

19. CIC – ASSESSING THE ADDED VALUE

The Committee received a non-public appendix in respect of Agenda Item 13.

20. LORD MAYORS' COACH, CONSERVATION AND REPAIR – DETAILED OPTIONS APPRAISAL - GATEWAY 4

The Committee considered and approved a report of the City Surveyor.

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

There were no questions.

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

There were no urgent items

The meeting closed at 13:05 pm

Chairman

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BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Thursday, 11 June 2015

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall, on Thursday, 11 June 2015 at 2.00 pm

Present

Members:

Deputy Billy Dove (Chairman)
Nigel Challis
Dennis Cotgrove
Gregory Jones QC
Virginia Rounding
Graham Packham (Ex-Officio Member)

Officers:

Julie Mayer

1. APOLOGIES

Apologies were received from Vivienne Littlechild, Deputy Bill Fraser, Tom Hoffman and Andrew McMurtrie.

2. DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

- Mr Nigel Challis declared a general, non-pecuniary interest as a Trustee of the London Diocesan Synod and the Bishops Council.
- Mr Gregory Jones declared a general, non-pecuniary interest as a Member of the Guild Church Council of St Lawrence Jewry.

3. ELECTION OF CHAIRMAN, IN ACCORDANCE WITH STANDING ORDER 29.

The Sub Committee proceeded to elect a Chairman, in accordance with Standing Order 29.

The Town Clerk read out a list of those Members eligible to stand and, being the only Member expressing a willingness to serve, Deputy Billy Dove (Chief Commoner) was elected as the Chairman of the Benefices Sub Committee for the ensuing year.

Members were reminded that on 5th March 2015, the Court of Common Council agreed to waive Standing Order 18, thereby permitting the Chief Commoner to stand as Chairman of the Benefices Sub Committee.

Deputy Chairman

The Town Clerk advised that, in accordance with the Terms of Reference, the Deputy Chairman of the Grand Committee, Mrs Vivienne Littlechild, would be the Deputy Chairman of the Benefices Sub Committee, for the ensuing year.

Chairman's Welcome

On taking the Chair, the Chairman advised the Sub Committee that, having served 10 years, this would be the last year of his Chairmanship. The Chairman was very pleased at the level of interest shown in the Benefices Sub Committee and welcomed the new Members.

Members were reminded that, on 2nd March 2015, the Culture Heritage and Libraries Committee agreed to widen nominations to the Benefices Sub Committee to the entire Court of Common Council, not just to Members of the Grand Committee. When the Culture, Heritage and Libraries Committee met on 26 May 2015, to agree the composition and membership of its sub committees, they subsequently agreed to extend membership to all those who had expressed an interest; given that they all met the desirable criteria under the provisions of The Patronage (Benefices) Measure 1986 and the Patronage (Benefices) Rules 1987; (i.e. Communicant Members of the Church of England or of a Church in Communion with it).

Finally, the Chairman reminded Members of the fundamental purpose of the Sub Committee; i.e. to make recommendations in respect of the future appointment of Clergy. Members also noted that, currently, there were no vacancies pending. The Town Clerk advised that the Sub Committee generally met two or three times a year and the meetings would provide Members with an opportunity to receive an update on the activities within the Benefices.

4. MINUTES

The Minutes of the meeting held on 24 November 2014 were approved as a correct record.

5. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

7. 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 of business 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
9 – 11

Para no
1, 2 & 3

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 24 November 2014 were approved as a correct record.

9. **THE CITY OF LONDON CORPORATION BENEFICES UPDATE**

The Sub Committee received a report of the Town Clerk, which provided an update on the City of London Corporation Benefices; including a general historic overview and a brief report on the Chairman's recent visits to Benefices Churches.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

11. **ANY OTHER BUSINESS WHAT 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 2.45 pm

Chairman

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Committee: Culture, Heritage and Libraries	Date: 13 July 2015
Subject: Business Plan 2014-2015 Outturn Report	Public
Report of: Director of Culture Heritage & Libraries	For information
Summary	
<p>This report is provided to Members to demonstrate the outturn performance achieved against the business plan during the financial year 2014-15. Highlights of a successful year in all areas are provided (Appendix A) to show the range of services provided by the Culture Heritage & Libraries Department.</p> <p>The service objectives and key performance indicators (KPIs) (Appendix B) have been monitored on a quarterly basis by your Committee. Performance against the 10 key objectives for the year was good with eight objectives achieved. The remaining two objectives were approximately 80% achieved. Performance against the 10 KPIs has also been good with eight KPIs being fully met, and some targets exceeded.</p> <p>Progress against the Service Based Review budget reductions/income generation measures is on target.</p>	
Recommendation	
Members are asked to:	
Note the contents of the report and appendices.	

Main Report

Background

1. In May 2014, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2014–2015. This report sets out the performance achieved against the objectives and key performance indicators in that business plan throughout the year. The information builds upon the quarterly progress reports presented to Committee during quarters 1–3.

Current Position

2. The service objectives and key performance indicators (KPIs) (Appendix A) have been monitored on a quarterly basis by your Committee. Performance against the 10 key objectives for 2014-15 was good with eight objectives achieved. The remaining two objectives were approximately 80% achieved and this performance demonstrates our high targets.
3. Performance against the 10 KPIs has also been good with eight KPIs being fully met. Some targets were significantly exceeded:
 - **CHL3** – *Guildhall Library* – *Target: to achieve an increase of 20% in event audiences - achieved 797% increase (31,897 annual attendees).*
 - **CHL4** - *Guildhall Library* – *Achieved 15 new e-initiatives.*
 - **CHL7** – *Barbican & Community Libraries* – Minimum of 40 partnership projects/services delivered – achieved 58 partnerships.
 - **CHL8** – *Barbican & Community Libraries* – Target of 6,000 e-loans/downloads – achieved 7,631 e-loans/downloads.
 - **CHL9** – *Tower Bridge* – *To achieve 50 group (education) bookings – achieved 62 bookings.*
 - **CHL10** – *Tower Bridge* – *To achieve the visitor income target for tourism of £3,637,000 - achieved £4,902,660.*

Corporate & Strategic Implications

4. The CHL business plan set out the strategic direction of the way we planned to move forward and develop over the medium term and support the key policy priorities in the Corporate Plan. The business plan objectives linked to our 4 departmental Strategic Aims:
 - 1) To refocus our services with more community engagement and partnership with others;
 - 2) To transform the sense of the City as a destination;
 - 3) To continue to use technology to improve customer service and increase efficiency; and
 - 4) To develop the City's contribution to the life of London as a whole.
5. Progress against the Service Based Review budget reductions/income generation measures is on target and will be reported to Committee on a quarterly basis.

Assurance of Data Quality

6. The Director is satisfied that data collected for the monitoring and reporting of performance indicators and improvement objectives, is correct. Systems are in place for direct inputting at source where possible to limit the risk of mistakes by double data entry.

Appendices

- Appendix A - Business Plan 2014-15 Outturn Highlights
- Appendix B - Service Specific Key Objectives and Key Performance Indicators 2014-15

Background Papers:

Culture Heritage & Libraries Department Business Plan 2014-15 (available upon request)

Financial Outturn Report (a separate report from Chamberlain's Department to this Committee)

David Pearson

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Culture Heritage & Libraries: Outturn 2014/15: Highlights

The year just gone has seen a number of exciting developments in our services, and in selecting a list of highlights we had to choose what had to be left out, not struggle to fill the space. Top of the list might be the glass walkways at Tower Bridge, which have been planned for some years and finally came to fruition in November with a packed press launch – these have really given the Bridge a new Wow factor as a visitor experience, and ticket sales almost doubled in the months thereafter. But it could be argued that the changes in Guildhall Art Gallery are at least as impressive – the new Heritage Gallery opened there in September, and the complete rehang and refurbishment of the entire Gallery which was presented to the world in January has been a great success. These all help to enhance the Square Mile as a visitor destination, something which we promote in many ways, through our individual attractions, our City Information Centre beside St Paul's, and through a wide range of partnership working. Tourism is vital to the economy as well as the reputation of the Square Mile. We were glad to see that the latest of a succession of charity art trails round the City, with Shaun the Sheep popping up in different guises, proved particularly popular.

The report also flags some successful grant applications for a wide range of projects, supplementing the regular work of the libraries and archives in supporting individuals and communities of all kinds in their daily lives. The City's libraries have been strengthening their links with other Corporation departments to help deliver agendas around health, wellbeing and employability and these are all areas where we will continue to put emphasis. As always, a lot of the department's work is delivered not through set-piece highlights but through consistent high quality services to many thousands of satisfied users, and it's important to ensure that this regular activity is sustained and valued.

In conclusion, Culture, Heritage and Libraries continues to develop its profile and deliver important parts of the overall work of the City Corporation. Looking forwards, we are expecting a year of significant anniversaries (Magna Carta, already the focus of some activity in 2014-15, and Shakespeare), and the formulation of plans for the Great Fire events in 2016. These historic milestones are valuable as opportunities to commemorate the past and learn from its heritage, but also to celebrate the City as it is today.

David Pearson,

Director, Culture Heritage & Libraries

On 2nd July 2014, **Barbican Music Library** presented “An audience with Pete Frame” to launch the Rock Family Trees exhibition. Pete Frame is a legendary rock journalist and historian and author of several books of Rock Family Trees. This unique event (Pete had never spoken in public before) quickly sold out and was a real coup for the library.

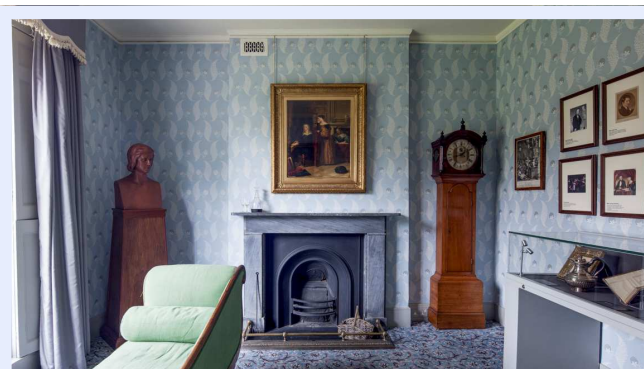


Shoe Lane Library held its first **Community Fete** in November 2014. Staff provided homemade refreshments, a raffle, tombolas for adults and children plus many other games, activities and competitions for all ages. There were a good spread of craft stalls offering a wide range of merchandise as well as other stalls from the local church, AgeUK and City Advice. City Police were in attendance too and free health assessments for city residents and workers were available. In total, nearly £1,000 profit was made.

Funding was secured by the **City Business Library** to provide the City of London and neighbouring boroughs with a professional **job club** to help London residents find sustainable employment in a supportive environment.

The funding was used to enlist the services of external recruitment specialists, all with a track history of success as well as providing support for the delegates with travel costs and refreshments. The three-day programme covered job search strategies, CV workshops, City Business Library resources overview for job seekers, Linked in strategies for job searching and interview techniques.

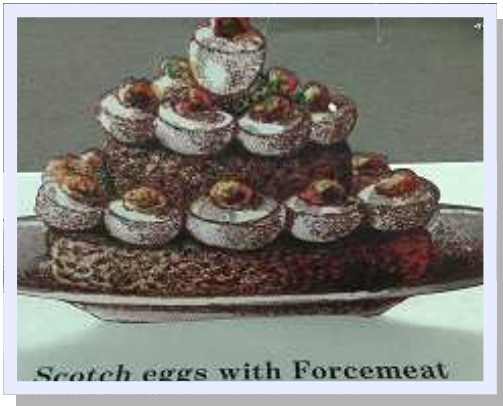
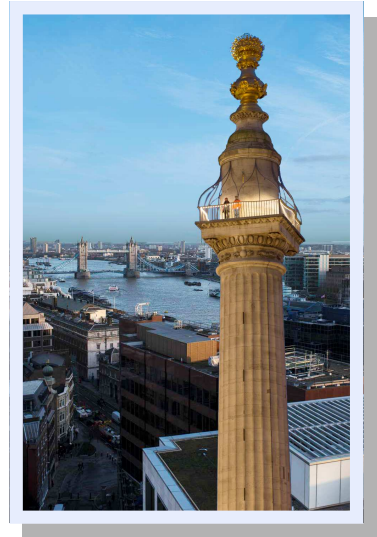
In total, the City Business Library supported 74 delegates from a variety of London Boroughs to help build their confidence and make a robust career plan to find meaningful employment. The programme was extremely popular and well received and over 70% of delegates have since found sustainable employment.



Keats House was awarded a grant of £95,500 by Arts Council England to enhance the experience of visitors through improved displays and interpretation.

Iconic manuscripts and artefacts are now on display in the house, complemented by an introductory film, audio recordings of Keats's poetry and interactive exhibits for families.

The **Cultural and Visitor Development** team worked closely with the Artichoke Trust and with many of the Square Mile's cultural providers, both in and beyond the Corporation, to present a feasibility study on mounting a major programme of public activity to mark the 350th anniversary of the Great Fire of London in 2016. This led to a well-received report and the City Corporation's agreement to invest £300k in the project as founding sponsor. The team continue to play a leading role in coordinating the planning activity and liaising with Artichoke.



Guildhall Library's exhibition *Celebrity Cooks: Mrs Beeton and her Contemporaries* celebrated the work of the famous cook. Mrs Beeton was born on Milk Street, only a short walk from the Library. Her story is a fascinating one, which stretches from her first book, the *Book of Household Management* in 1861, right up to the 1930s. Guildhall Library owns the largest collection of cookery books in a public library in the UK. This collection became the basis for the exhibition.

Guildhall Art Gallery

In 2014 Guildhall Art Gallery underwent a transformational rehang of its permanent collection. The £600,000 renovation project has improved the visitor experience by illuminating the artworks with a new state-of-the-art lighting system, and creating more flexible exhibition spaces.

The new thematic rehang comprises a radical redisplay of the Victorian Gallery with sections on 'Home', 'Beauty', 'Faith', 'Leisure', 'Love', 'Work' and 'Imagination'. Many of the works have never been on show before. The Rehang secured significant interest in both the national and specialist press, including features in the *Guardian*, *Evening Standard*, *The Times*, *Apollo* and *The British Art Journal*, as well television and radio coverage. Since the official launch of the rehang in January 2015, visitor figures have risen by an average of 39% on the previous year.

A whole series of related events were staged including, *A History of the English Cookbook from Beowulf to Mary Berry* by Dr. Peter Ross, Guildhall Library, which attracted over 100 people. Marjory Szurko, Oriol College, Oxford not only gave her talk *A Taste of Spring*, she also cooked recipes dating from the past 600 years. It truly was an edible exhibition. The exhibition was extremely popular, attracting over 5,000 visitors with all talks sold out.



Tower Bridge

The Tower Bridge glass floor was launched to the public in early November 2014. Delivered on time and on budget, the new feature contributed to an additional circa 73K visitors over target in the last five months of the financial year, equating to an additional £500K in admissions and £100K in retail income. The feature has also achieved record levels of publicity, achieving a half page and photograph in every national newspaper the day following launch and the most positive visitor feedback for any feature at the Bridge in the exhibition's history. In addition, business performance for 2014/15 was also bolstered by a new online ticketing system, in combination with the launch of an entirely new website for Tower Bridge. With the industry standard being around 4% of total admissions, online tickets have accounted for an average of 7% of admissions income since launch, peaking in the month of November at 17%.

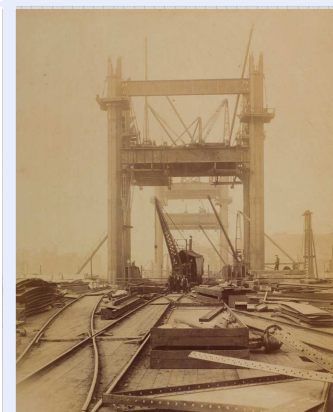


Grants - London Metropolitan Archives (LMA)

2014/15 has been an unusually successful year for the external funding programme at LMA, with 11 requests leading to 10 successful awards. In particular, we were pleased to receive support from Earls Court Olympia who have deposited their archives including posters and publicity material for the Ideal Home exhibitions and other events. This exciting and substantial archive charts the organisation of exhibitions, shows and events at Olympia and Earls Court from the 1880s onward; as well as minutes, annual reports and accounts, the collection includes important and regularly requested series of show catalogues, agreements and photographs. The support given will enable LMA to catalogue this collection to full standards and make it available to the public.

In July 2014 LMA was awarded a grant by the Heritage Lottery Fund of £86,000 for *Speak Out London – Diversity City*. This is an LGBTQ oral history project running from September 2014 to August 2016.

London Metropolitan Archives worked with colleagues at Tower Bridge to acquire an outstanding set of 50 photographs of the early phases of construction of the bridge. The images, some of which were recently displayed at Guildhall Art Gallery, came to light in 2011 after they were rescued from a skip by the caretaker of a building which was due to be turned into flats. Apparently created by John Wolfe Barry's firm, these photographs from 1892 offer a unique perspective on an iconic London landmark. The images will be added to Collage as part of the redevelopment of the website in 2015/16.



Cultural Visitor Development

Working in partnership with the British Library and Inner and Middle Temple, the Visitor Services team has delivered an extensive campaign on a cost shared basis to promote London's Magna Carta 800 offer. The campaign sees a full printed programme distributed across London with channels secured with partners at the Supreme Court, Royal Courts of Justice, and through Radisson Blu Hotels and the publisher Guy Fox. In addition, support from What on Earth Books and Amnesty have helped to deliver a robust programme of activity which, in the City, will centre around the Heritage Gallery, Guildhall Art Gallery, a City Guides guided walks programme and the Guildhall Library - the latter of which will work with the Guildhall School to produce a Son et Lumière in Guildhall Yard as part of the London Open House weekend.



City Information Centre (CIC)

The Christmas to Easter period has seen steady footfall growth for the City Information Centre with Easter Saturday becoming one of its busiest days since opening in 2007 and a massive 2,991 visitors being served. This success is due in part to the popularity of the Shaun the Sheep exhibition in the City (a project negotiated and led by the Visitor Services team) and the work the CIC has been doing to position itself as an essential asset for London and the nation. Other related headlines related include the third Tourist Information Centre exchange in March that the Centre has undertaken in the national programme of exchanges it instigated last year. To date, exchanges have been realised with Greenwich, Windsor and Belfast, with Derry, Oxford and Guildford scheduled for 2015.



The new City of London **Heritage Gallery** opened to the public on Friday 12 September

2014. The permanent, purpose-built exhibition space at Guildhall Art Gallery will showcase a rotating selection of documents from the archives of the City of London. Headlining the opening display was the City's 1297 copy of Magna Carta, and documents illustrating London's response to the outbreak of the First World War. Since opening a number of other documents have also either been displayed or are programmed e.g. the King John mayoral charter (of 1215) and, the 1613 Shakespeare Deed.

There is also a very popular large backlit copy of the Agas map of the City and surrounding areas dating from the end of the sixteenth century as well as a touchscreen computer for members of the public to use.

Guildhall Library recently acquired The Arabella Boxer collection consisting of the library and working papers of the renowned food writer Arabella Boxer. The donation represents the first tranche of Arabella's books and papers, the rest will follow as a bequest. Arabella has been a highly successful and influential food writer for over fifty years and her book on English Food has been described as the most important book ever published on the subject. The collection incorporates archival material including letters, contracts, research material and a series of articles written for Vogue magazine. The collection is clearly our most important food related acquisition since the purchase of the Elizabeth David Collection over 20 years ago and confirms Guildhall Library as the leading centre for the study of food history.



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Performance against Key Objectives and Key Performance Indicators 2014-2015 – Quarter 4/Outturn

Ref:	Description	Annual Target	Q1 Progress	Q2 Progress	Q3 Progress	Q4 / Outturn	Status
							R/A/G
<p>Objective CHL1: To enhance access to our collections by making catalogues and digitised archive content available for use online around the world, and broadening and deepening access in all its forms.</p> <p>Q1 - Overall usage is on target. Q2 - Overall usage is on target. Q3 - Overall usage is on target. Q4 - Overall usage is on target.</p>						Annual total exceeded target by 2.5%	G
KPI CHL1	To make the collections available to the public. [London Metropolitan Archives]	26 Million usages a) physical visitors b) other usages (mostly online, but including remote enquiries)	Q1 6,608,792 usages a) 6496 (18,245 productions of original documents) b) 6,602,296 other usages (incl. 4,837 remote enqs.)	Q2 6,406,690 usages a) 5912 (17,782 productions of original documents) b) 6,400,778 other usages (incl. 5,302 remote enqs.)	Q3 6,268,344 usages a) 5421 (15,160 productions of original documents) b) 6,262,923 other usages (incl. 4,910 remote enqs.)	Q4 7,356,779 usages a) 6980 (18,824 productions of original documents) b) 7,349,799 other usages (incl. 5,864 remote enqs.) Annual totals: 26,640,605	G

							a) 24,809 (70,011 productions) b) 26,615,796 (remote enquiries 20,913)	
NOTE	<i>Q2 and Q3 overall totals amended owing to additional data becoming available for other usages.</i>							
<p>Objective CHL2: To optimise management of storage space in support of key policy priorities including City records management, external partnerships and collections building.</p> <p>Q1 – Steady progress, but below that achieved for the same period last year. Progress is not evenly split across all four quarters or consistent across different years. One of the projects that supports this objective, the London County Council/Greater London Council Property Services case papers review, has reached the half-way mark with 1,250 linear metres of files appraised. (We have destroyed a further 72 linear metres of Property Services material and appraised 4,411 files with a 15% retention rate).</p> <p>Q2 - Completed the appraisal of the Inner North Coroner's District case files 1965-95. Property Services project - 2,131 files have been appraised and the retention rate remains around 15%.</p> <p>Q3 – The surge in the deaccessioning figures is due to the planned work undertaken during LMA's annual closure fortnight in November. The main collections affected were Middlesex County Council and English Heritage. Resulted in a space gain of 210 linear metres. Property Services project - 3,385 files have been appraised and 82 linear metres destroyed; the retention rate is approximately 20%. In addition, records management destructions have freed up 62 linear metres of space.</p> <p>Q4 – The fourth quarter figures have been boosted by end of year tasks including weeding of coroners' non-inquest files and records management disposals.</p>								A

	<i>and this has now been revised accordingly.</i>		Total: 9,841 1,300+ % increase	Total: 6,964* 45% + increase *[Includes 110 extra visitors to Open House.]	Total: 8,395 109% increase	Total: 6,697 67% Increase ----- Annual: 797% increase	
NOTE	The reason for the significant over-achievement against the objective is due to unprecedented demand in attendance at Guildhall Library's events and exhibitions programme. This is in part due to the growing popularity of the library and a change in programming direction by the new Events and Development Manager, in order to attract new and existing audiences.						
Objective CHL4: To develop and promote the departmental E-offering.						15 new e-initiatives have been achieved over the year.	G
Q1 – 6 new E-initiatives created and implemented. Q2 – 4 new E-Initiatives created and implemented Q3 – 4 new E-Initiatives created and implemented Q4 - 1 new E-initiative: Library Management System tender exercise go-Live (on behalf of all 5 libraries). 15 new e-initiatives have been achieved over the year.							
KPI CHL4	Initiate 1 new E-initiative each quarter [Information Services Section]	4 e-initiatives per annum	Q1 6	Q2 4	Q3 4	Q4 1 e-initiative created and implemented as above.	G
Objective CHL5: To support the business community by developing a schedule of Advice Clinics.						17 clinics have been run over the course of the year.	G
Q1 – One clinic run during this quarter. Three more are scheduled. Q2 – Three clinics run during this quarter. Q3 – Six clinics run during this quarter. Q4 - Seven clinics were run this quarter.							

KPI CHL5	To provide a minimum of 10 day clinics [City Business Library]	20%	Q1 1	Q2 3	Q3 6	Q4 7	G
Objective CHL6: To support local SMEs by organising a programme of themed day events relating to international trading.						6 events delivered	A
<p>Q1 - 1 during this quarter (Doing Business in India). Further dates are scheduled. Q2 - 2 during this quarter (Russia and Turkey). A further 3 sessions booked with speakers. Q3 - 2 during this quarter (China, India,). A further 3 sessions booked. Q4 - 1 event delivered this quarter (Turkey).</p>							
KPI CHL6	To deliver a minimum of 8 sessions working chiefly with BRIC & MINT countries [City Business Library]	8	Q1 1	Q2 2	Q3 2	Q4 1	A
NOTE	<p>Q4 – Six sessions have been run over the year. One event was delivered this quarter (Turkey). A Brazil session was planned for Q4 but was rescheduled to Q1 (2015-16) by request of the speaker. A Poland seminar was arranged for March 2015 but the Polish Embassy postponed the session to allow them more time to promote the event. The next Poland seminar is planned to take place in October 2015.</p> <p>In total, nine seminars were booked and planned to take place across the financial year with three events being cancelled or postponed by the hosts. Brazil and Poland seminars have been re-booked and are scheduled to take place in the 2015/16 financial year.</p>						
Objective CHL7: Consolidate and extend partnership working to improve the range and quality of services offered.						A total of 58 partnerships /projects were achieved over the course of the year.	G
<p>Q1 – 20 partnerships achieved. Q2 – 14 partnerships achieved. Q3 – 19 partnerships achieved. Q4 - 5 partnerships achieved. New partnership with Sainsbury's, Fleet Street branch – they provided three volunteers for the January "Messy Play" session.</p>							

<p>New yoga group at Artizan St – Yoga in the city.com</p> <p>New partnership with The Pink Singers, a London-based LGBT choir – exhibition, Singing the Changes: 30 years of the Pink Singers.</p> <p>Redeveloped partnership with the Society of Technical Analysts – payment agreed for the upgrade of their collection and an annual grant to maintain, administer and promote it.</p> <p>New partnership with London Councils – elderly people are now encouraged to renew their Freedom passes online using computers at their local library. This partnership was brokered by us for the whole of London.</p>								
KPI CHL7	Minimum of 20 partnership projects/services delivered. [Barbican & Community Libraries]	20 40 minimum	Q1 20 projects	Q2 14 projects	Q3 19 projects	Q4 5 projects (as above) Annual total: 58	G	
<p>Objective CHL8: To build on our e-strategy for books and e-commerce.</p> <p>Q1 – 1,707 downloads from 4,255 items in stock. Q2 – 2,005 downloads from 4,785 items in stock. Q3 – 1,931 downloads from 5,090 items in stock. Q4 – 1,988 downloads from 5,175 items in stock.</p>								G
KPI CHL8	6,000 e-loans/downloads. [Barbican & Community Libraries]	6,000 p.a.	Q1 1,707 downloads	Q2 2,005 downloads	Q3 1,931 downloads	Q4 1,988 downloads Annual: 7,631 downloads	G	
<p>Objective CHL9: To develop and improve the educational offering at attractions within the VDS division and to successfully launch the Bridge Master’s Learning Centre (BMLC).</p>								G

Q1 – Progress to date includes the completion of focus groups and consultation activities for the BMLC and the learning programme. Phase 1 development of the BMLC is also complete. For the formal learning programme, the team are finalising three unique workshops, as the standard formal learning 'product' offered. Additional work undertaken includes a new partnership with the community engagement group (The Reader Organisation). The Team is also assisting with the development of a new Education programme for the Heritage Gallery and a programme of outreach family learning sessions for Keats House.

Q2 – All piloting and consultation completed. Despite the fact that the learning programme has not yet launched, 11 uses of the BMLC have been facilitated. It should also be noted that the number of uses of the BMLC does not in isolation define the level of engagement with school groups.

Q3 – The schools programme launched officially on 14 October 2014, with three Key Stage 2 workshops, focusing on local history and STEM provision. The launch event was attended by local teachers and heritage learning professionals and offered teachers the opportunity to sample the workshops available, as well as to view the BMLC. A lunch-time shared reading group, developed in partnership with The Reader Organisation, has been in place since November. Ours is unique amongst The Reader Organisation's shared reading groups, as others take place in libraries and other community settings, which have a ready-made audience. The BMLC has now played host to 39 school and community group sessions.

Q4 - Use of the BMLC by visiting school groups (due to the high 'take-up' level of the new Key Stage 2 Learning Programme) and community engagement organisations has exceeded target by 24%, which is especially positive when considering that the space has only been fully operational and available for use in the last six months of the financial year.

The Education Officer has also been working with colleagues at the Guildhall Art Gallery and Keats House in preparation for developing their educational offerings, with work in earnest for these projects taking place across the last few months of 2014/15 and into 2015/16.

KPI CHL9	To achieve 50 Group bookings at the Bridge Master's Learning Centre. [Tower Bridge]	50 bookings p.a. (including schools and community engagement groups)	Q1 12 bookings	Q2 23 bookings (cumulative)	Q3 39 bookings (cumulative)	Q4 62 bookings (cumulative)	G	
<p>Objective CHL10: To successfully launch the Glass Walkways feature at Tower Bridge Exhibition to enhance the tourism and events business.</p> <p>Q1 – The planning stage for the installation of the glass Walkways feature has run to schedule (City Surveyor). Launching and enhancing the new feature (within the control of CHL) is also progressing to schedule: the dedicated marketing plan has been finalised and a part-time Creative Project Manager has been recruited. Research and design for complementary content has been carried out and the newly contracted PR company has been mobilised in relation to the glass flooring project, with progress reported regularly at the Glass Flooring Implementation meetings.</p> <p>Q2 – Following a change in the major contractor and the project transferring to the responsibility of the Department of the Built Environment, the glass flooring project has proceeded on schedule, with the first walkway due for launch to the public on 10 November and the second launching on 1 December. A number of promotional activities have been planned in alignment with this, including a press breakfast briefing, a launch reception on 18 November, a targeted programme of advertising, publicity endeavours and an entirely new website for the Bridge. Mitigation actions have been undertaken for both the tourism and the events business while each walkway is closed for installation works, and the complementary content for the new feature, including a light-box exhibition and state-of-the-art digital content are progressing to schedule also.</p> <p>Q3 – The new feature launched to exceptional levels of publicity, with at least a half page and photo in every national newspaper on 11 November and further high-profile international coverage thereafter. The complementary content for the exhibition and the stand-alone marketing plan was executed within this period, including the new state-of-the-art website for Tower Bridge. The second glass floor in the East Walkway was also launched to schedule. Business performance at the Bridge has been consistently and significantly above target since the launch, with visitor figures for November and December at 54% above target and 55% compared against the same period for 2013/14.</p>								G

<p>Q4 - Wholly positive business performance figures at EoY for this new feature at the Bridge. A few instances of damage to sacrificial layers posed operational challenges, although the resulting publicity from this saw another surge in visitors. To date, the feature has generated more publicity and the most positive level of visitor feedback for any feature in the Exhibition's history. Since November, it has generated over £500K in additional ticket income and over £100K in additional retail income against the same period in 2013/14. The glass floor has in fact been such a success that at end of year, the remaining cost of the £1M project has been paid from surplus income generated, for which the original estimate was a 2.5 year 'payback period'.</p>							
KPI CHL10	To achieve the 2014/15 visitor income target for tourism. [Tower Bridge]	£3,637,000	Q1 £1,125,710 (108%)	Q2 £2,436,108 (111%) (cumulative)	Q3 £3,724,366 (122%) (cumulative)	Q4 £4,902,660 (126%) (cumulative)	G

Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Q3 result	Q4 result	Annual average	Q4 Rating
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	100%	100%	66.7%	100%	90.9%	Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	75%	100%	80%	100%	89.5%	Amber
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	93.7%	93.5%	92.5%	91.8%	92.9%	Green
SRS F	% of calls answered by voicemail	<10%	6.6%	6.8%	5.1%	5.4%	6%	Green
NOTES	<ul style="list-style-type: none"> • SRS A and SRS B are not applicable for Culture Heritage & Libraries Department. • SRS C and D were against a small sample of 5 emails. • SRS E – the department received a total of 153,565 calls throughout the year. 							

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Committee(s):	Date(s):	Item no.
Culture, Heritage and Libraries	13 July 2015	

Subject: Revenue Outturn 2014/15	Public
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Report of: The Chamberlain and The Director of Culture, Heritage and Libraries	For Information
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Summary

This report compares the revenue outturn for the services overseen by your Committee in 2014/15 with the final agreed budget for the year. Overall total net expenditure during the year was £18.843m, whereas the total agreed budget was £19.590m, representing a decrease in net expenditure of £0.747m. The underspend on the Director's local risk was £0.742m.

Summary Comparison of 2014/15 Revenue Outturn with Final Agreed Budget

	Final Approved Budget £000	Revenue Outturn £000	Variation Increase/ (Reduction) £000	Variation Increase/ (Reduction) %
Local Risk				
Director of Culture, Heritage and Libraries	6,959	6,217	(742)	(10.7)
City Surveyor Local Risk	338572	385	47	13.9
Additional Works Programme		266	(306)	(53.5)
Total Local Risk	7,869	6,868	(1,001)	(12.7)
Central Risk				
Director of Culture, Heritage and Libraries	6,254	6,291	37	0.6
Total Central Risk	6,254	6,291	37	0.6
Capital & Support Services	5,467	5,684	217	4.0
Overall Totals	19,590	18,843	(747)	(3.8)

The Chief Officer has submitted requests to carry forward £322,000 from the local risk underspend, and these requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

Recommendations

- It is recommended that this revenue outturn report for 2014/15 and the proposed carry forward of underspends to 2015/16 are noted.

Main Report

1. Actual net expenditure for your Committee's services during 2014/15 totalled £18.843m, an underspend of £0.747m compared to the final approved budget of £19.590m. A summary comparison with the final agreed budget for the year is tabulated below. In this and subsequent tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure. A reconciliation of original local risk budget to the final agreed local risk budget is provided in Appendix A.

**Culture, Heritage and Libraries Committee – Comparison of 2014/15
Revenue Outturn with Final Agreed Budget**

	Final Agreed Budget £000	Revenue Outturn £000	Variation Increase/ (Decrease) £000	Paragraph Reference
LOCAL RISK				
Director of Culture, Heritage and Libraries				
City Fund				
Guildhall Library, Bibliographical Services & City Business Libraries	1,427	1,404	(23)	
Barbican & Community Libraries	1,879	1,838	(41)	
Central Management	783	738	(45)	2
Guildhall Art Gallery	384	375	(9)	
London Metropolitan Archives & City Records Service	3,114	3,124	10	
Visitor Services & City Information Centre	720	707	(13)	
Lower Thames Street*	9	3	(6)	
Total City Fund	8,316	8,189	(127)	
City's Cash				
Monument	(148)	(235)	(87)	3
Keats House	191	185	(6)	
Heritage Gallery	15	15	-	
Mayoralty & Shrievalty*	88	75	(13)	
Total City's Cash	146	40	(106)	
Bridge House Estates				
Tower Bridge Tourism	(1,503)	(2,012)	(509)	4
Total Bridge House Estates	(1,503)	(2,012)	(509)	
City Surveyor				
City Surveyor Local Risk	338	385	47	5
Additional Works Programme	572	266	(306)	5
Total City Surveyor	910	651	(259)	
TOTAL LOCAL RISK	7,869	6,868	(1,001)	
CENTRAL RISK				
Museum of London Grant	5,292	5,292	-	
City of London Festival	385	385	-	
Other costs including rent, rates and service charges	577	614	37	
	6,254	6,291	37	
CAPITAL & SUPPORT SERVICES	5,467	5,684	217	6
OVERALL TOTAL	19,590	18,843	(747)	

*These budgets are held by the Director of Culture, Heritage and Libraries but relate to building maintenance work and as such any underspends relates to the City Surveyor and cannot be carried forward by the Director.

Reasons for Significant Variations

2. The favourable variance on Central Management of £45,000 mainly relates to the underspend on Directorate salary costs and lower than expected expenditure on equipment.
3. The £87,000 favourable variance at the Monument was due to minor works which were postponed until 2015-16 and an increase in ticket income which has led to an overall increase in performance above budget of 5%.
4. The Tower Bridge Tourism favourable variance of £509,000 is mainly due to the considerable over-performance in income generated by a surge in visitors following the launch of the new glass floor.
5. The City Surveyor underspend of £259,000 is due to changes in the phasing over the 3 year cycle of each of the Additional Works Programmes, projects have been prioritised and re-phased over those 3 years.
6. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.
- 7.

	Final Agreed Budget £000	Revenue Outturn £000	Variation Increase/ (Decrease) £000
CAPITAL & SUPPORT SERVICES			
Capital Charges	1,857	1,856	(1)
Support Services, including Chamberlains, Comptrollers & Town Clerks	277	402	125
Surveyors Employee & IS Recharges	924	1,024	100
Guildhall Admin Buildings	2,088	1,989	(99)
Insurances, including premises & Liability	251	316	65
Other recharges	70	97	27
TOTAL CAPITAL & SUPPORT SERVICES	5,467	5,684	217

The overspend in support services is due to revised methods of apportionment and usage of services. In addition, higher than budgeted costs at the LMA in respect of Premises Insurance owing to an increase in the insurance premiums. These were offset in part by lower than budgeted costs on the Guildhall Complex. Recharges have a corresponding contra entry in their own accounts. Consequently these charges have no overall impact on net expenditure.

Local Risk Carry Forward to 2015/16

8. The Director of Culture, Heritage and Libraries has a local risk underspend of £742,000 on activities overseen by your Committee, of which £233,000 relates to City Fund and City's Cash and the balance of £509,000 relates to Bridge House Estates. The Director is proposing to request that £212,000 of City Fund and City's Cash underspend be carried forward with £110,000 of the Bridge House Estates underspend being requested, all of which relates to activities overseen by your Committee. The following purposes are proposed: -

- redesign the Tower Bridge Engine Rooms reception/shop to improve the retail and income stream: **£110,000**
- support for digitisation project at London Metropolitan Archives (LMA), involving project planning and digitisation work: **£45,000**
- replacement public IT equipment for libraries and LMA, for service improvement: **£28,000**
- security enhancements to Guildhall Library's entrance, reading room and strongroom: **£16,000**
- exhibition equipment enhancements for Guildhall Library: **£10,000**
- support for development and promotion of activities to animate Guildhall Yard: **£20,000**
- self-service equipment for Shoe Lane library. Part of the library transformation scheme: **£18,000**
- new display cases for flexible use at the Guildhall Art Gallery: **£15,000**

- to develop an augmented reality App for the Monument, in conjunction with the Great Fire commemorations for 2016: **£40,000**
- costs of covering maternity leave and employing a temporary replacement for a permanent member of staff at Keats House: **£20,000**

Contact:

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Appendix 1

	£000
Original Local Risk Budget	8,869
City Fund and City's Cash local risk net movement	45
Bridge House Estates local risk	
- one-off transfer of budget from local risk to fund the Glass Walkways Capital project	(735)
- increase in income budget agreed as part of the installation of the new glass floor	(200)
- carry forward from Tower Bridge's underspend in 2013/14	37
- other budget adjustments	17
City Surveyor local risk changes in the phasing over the 3 year cycle of each of the Additional Works Programmes	(164)
Final Agreed Local Risk Budget	7,869

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Agenda Item 7

TO: **FINANCE COMMITTEE**

Tuesday 9 June 2015

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 28 May 2015

5. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk concerning the outcome of the cross-cutting review of the City Corporation's grant giving activities.

It was noted that the proposals had been considered by the Resource Allocation Sub-Committee and were recommended for approval subject to responsibility for strategic oversight and performance management of the City Corporation's grant giving activities being given to the Finance Committee rather than to the Finance Grants Sub-Committee.

It was also noted that staff and other costs associated with the administration of the City Corporation's grant activities would be met by the relevant grant programme.

A Member stated that whilst she welcomed the consolidation of the City Corporation's grant activities, it was hoped that grants would be considered in a timely manner as currently some grants were taking up to six months to process.

The Committee acknowledged that a de minimis limit would need to be established as part of the governance process.

Reference was made to the Signor Pasquale Favale Bequest and the level publicity it attracted each year in return for a very modest sum. A Member also requested information relating to the Vickers Dunfee Memorial Benevolent Fund.

RESOLVED - That:-

1. the proposed change of approach to grant giving as in the report and in Appendix 2 be approved;
2. responsibility for strategic oversight and performance management of the City Corporation's grant giving activities be given to the Finance Committee rather than to its Finance Grants Sub-Committee;
3. the Resource Allocation Sub-Committee be authorised to:-
 - set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants); and
 - consider annual performance reports for all grants programmes from the Finance Committee.
4. subject to the approval of (2) above the Sub-Committee's terms of reference be altered accordingly.

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TO: **CULTURE, HERITAGE & LIBRARIES
COMMITTEE**

Monday, 13 July 2015

FROM: **FINANCE COMMITTEE**

Tuesday, 9 June 2015

7. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk which provided information of the cross-cutting review of the grant giving activities of the City of London Corporation as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City of London Corporation to suggest how to improve value for money and drive up impact.

The Committee also received resolutions from the Policy and Resources Committee on 28 May 2015 and the Open Spaces Committee on 8 June 2015 setting out the discussion of the report at those Committees.

A Member asked for clarification regarding the main purposes of the review. The Town Clerk explained that the main purposes were to draw together the various areas in which the City of London Corporation made grants to bring together the various areas of expertise, and then to streamline and rationalise the grant-giving process in order to focus it more strategically, provide a consistent customer experience and consolidate administration. As a result, the Finance Committee's role would move from direct grant giving to strategic oversight and scrutiny of grant giving.

RESOLVED – That the Committee:

- a) agrees to adopt a strategic oversight/ performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role; and
- b) delegates to the Chairman authority to appoint a Member of the Finance Grants Sub-Committee to serve on the Open Spaces and City Gardens Committee Grants Working Party.

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Committee(s)		Dated
Resource Allocation Sub Committee	For decision	28 May
Policy and Resources	For decision	28 May
Open Spaces	For decision	8 June
Finance	For decision	9 June
Establishment	For decision	11 June
Epping Forest and Commons	For decision	6 July
Port Health & Environmental Services	For decision	7 July
General Purposes Committee of Aldermen	For information	8 July
City Bridge Trust	For information	9 July
Community and Children's Services	For decision	10 July
Culture, Heritage and Libraries	For decision	13 July
Hampstead Heath, Highgate Wood and Queen's Park	For decision	20 July
Education Board	For information	23 July
West Ham Park	For decision	27 July
<i>(Policy & Resources – if necessary)</i>	<i>(For decision)</i>	<i>(24 September)</i>
<i>(Court of Common Council – if necessary)</i>	<i>(For decision)</i>	<i>(15 October)</i>
Subject		
GRANT GIVING: Report of cross-cutting Service Based Review		Public
Report of:		For Decision / For Information
Deputy Town Clerk (on behalf of Chief Officers Group)		

Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

1. Strategic allocation of resources

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Committee.

2. Streamlined governance

- Finance Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

3. Consistent and proportionate customer experience

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

4. Efficient and effective management

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

Recommendations

Culture, Heritage and Libraries Committee

Members are asked to :

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

Resource Allocation Sub Committee

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

Policy and Resources Committee

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Committee.

Finance Committee

Members are asked to

- Agree that Finance Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

Establishment Committee

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Community and Children's Services Committee

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Education Board

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Open Spaces Committee

Epping Forest and Commons Committee

Hampstead Heath, Highgate Wood and Queen's Park Committee

West Ham Park Committee

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

City Bridge Trust Committee

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

Port Health and Environmental Services Committee

Members are asked to

- Consider the future of Signor Pasquale Favale's Marriage Portion Charity in the light of Recommendation 3 of the Review to consolidate small similar charities to create a single, larger and more flexible fund.

Main Report

Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was "*an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.*" This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
 - Offer a strong and complementary suite of grants programmes which reflect its priorities;
 - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
 - Manage the grant applications and monitoring process in a consistent way;
 - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
 - Publish a strong story about the difference made by City of London grants, and
 - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
 - 1) Set out a clear, corporate offer
 - 2) Allocate resources strategically
 - 3) Streamline governance
 - 4) Establish a common identity and branding for City Corporation grants
 - 5) Provide a consistent 'City of London' customer experience

- 6) Review all City Corporation grants programmes in a consistent and proportionate way
- 7) Manage City Corporation grants more efficiently and more effectively

13. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.

14. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:

- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
- Finance to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
- Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
- Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
- Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
- Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
- Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Implementation

15. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this this start date.

Corporate & Strategic Implications

16. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

Appendices:

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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A MORE STRATEGIC APPROACH TO GRANT-GIVING

SUMMARY OF SBR GRANTS 2015: FINAL REPORT

1. GRANTS, PROFILE AND INFLUENCE

1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.

1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

2. THE BIG SQUEEZE

2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.

2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:

- i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
- ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
- iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
- iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
- v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants and the

Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

5. A MORE COHERENT FRAMEWORK?

- 5.1 If "establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation" is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

- 5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:
- Social inclusion and poverty relief
 - Educational and employment support
 - Enjoying open spaces and the natural environment
 - Community development
 - Accessing culture and the arts

- 5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

6.1 **Timing: Implement agreed changes on 1 April 2016**

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

6.2 **Process: Draw up an action plan and task a project manager to drive progress**

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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SBR GRANTS 2015: FINAL REPORT

SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p>1. Set out a clear corporate offer: City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 Maintain accounting discipline for the coding and treatment of grants.</p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 Formalise the de facto Open Spaces (City’s Cash) programme so that the available funding becomes more clearly identifiable and accessible.</p>
<p>2. Allocate resources strategically: Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p>

SBR GRANTS 2015: FINAL REPORT

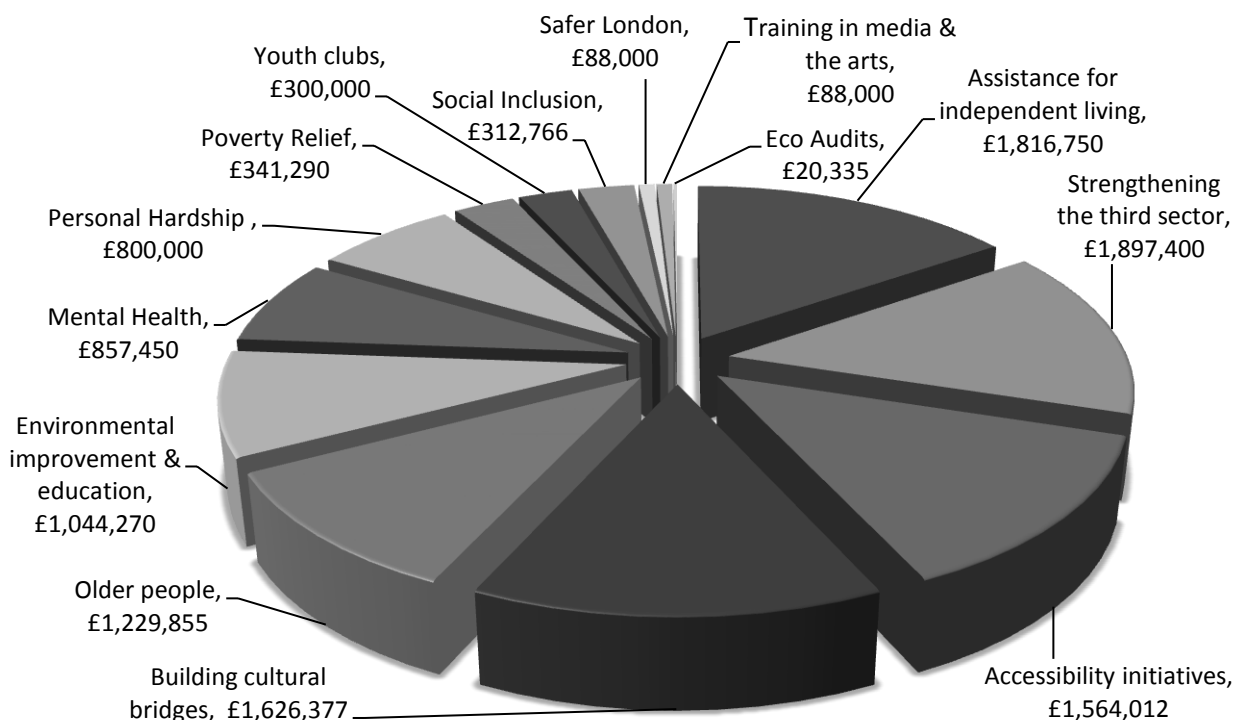
<p>3.Streamline governance: Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community & Children’s Services (CCS) Committee to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 Explore transferring the Combined Education Charity from CCS Committee to the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee for allocation in accordance with HR priorities.</p>
<p>4.Establish a common identity and branding for City Corporation grants: All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</p> <p>4.2 Include branding assurance as part of the City Corporation grants monitoring process.</p>

SBR GRANTS 2015: FINAL REPORT

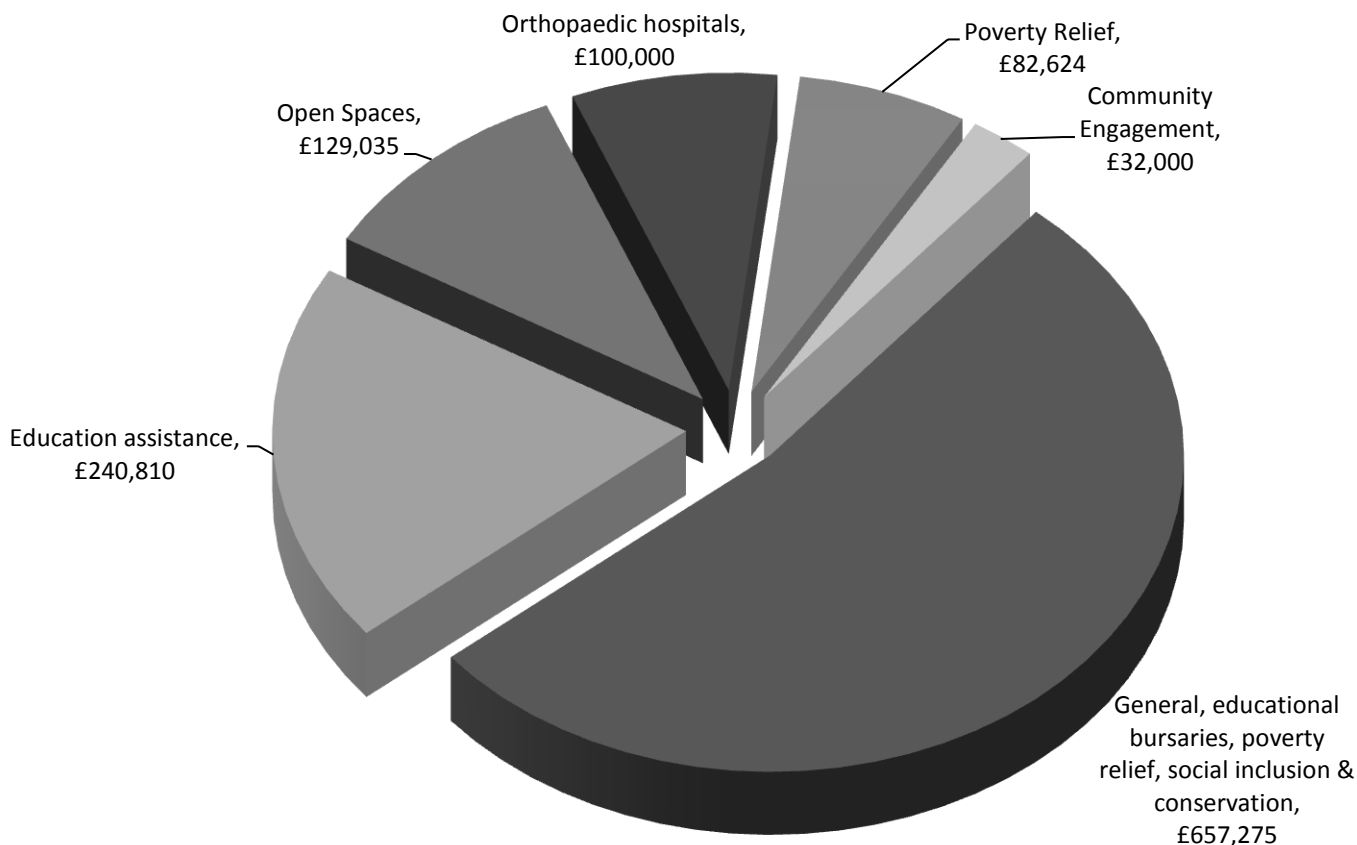
<p>5. Provide a consistent 'City of London' customer experience: All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</p> <p>5.2 Publish on the City Corporation's website a summary of all City Corporation grants programmes and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p>6. Review all City Corporation grants programmes in a consistent and proportionate way: All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</p>
<p>7. Manage City Corporation grants more efficiently and more effectively: Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 Agree that grants administrators for all City Corporation grants programmes (except in the case of Community & Children's Services grants) be co-located with the City Bridge Trust grants team, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 Agree that designated finance and legal officers (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>

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City Bridge Trust 2013/14
Grants awarded : £11,986,505



Other City Corporation Grants Programmes 2013/14 (see list overleaf)
Grants awarded : £1,241,744



City Corporation Grants Programmes (other than City Bridge Trust)

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

Committee(s)	Dated:
Culture, Heritage and Libraries	13 July 2015
Subject: Guildhall Library Centenary Fund	Public
Report of: Director of Culture, Heritage and Libraries	For Decision

Summary

Guildhall Library Centenary Fund is a registered charity (9206950) with charitable objects, for the public benefit to advance the education and training of the public in the provision of library, archive, museum and gallery services. It currently holds a relatively small amount of capital (£23,878) and has been largely dormant. It is now the intention to advertise it more actively in the hope of attracting donations.

Recommendation(s)

The strategy going forward should be one of encouraging donations to build an endowment, on the understanding that a progress report is brought in due course to enable this to be kept under review.

Main Report

Background

1. Guildhall Library Centenary Fund is a registered charity first set up in 1929 (marking the anniversary of the refunding of Guildhall Library 100 years before) "for the purchase of works of art, books, prints, engravings and articles of historical, archaeological or literary interest for Guildhall Library". It was initially established with a gift of £500 from Sir Charles Wakefield (Lord Mayor of London in 1916), which gift was matched by the City Corporation in the hope that the charity would subsequently attract donations to create a fund which would generate an income to supplement the acquisitions budget of the Library. There has not hitherto been a strong tradition of fundraising within the City Corporation for this charity, and although occasional sums have been added to the endowment over the succeeding decades it has never generated significant income.

2. In 2009, when a corporate review of City Corporation charities took place, the value of the Charity's reserves stood at approximately £8,000 and its income was just under £500 per annum. The opportunity was then taken to modernise the objects and powers of the charity, to substitute the City of London Corporation as sole trustee, and to transfer to it the assets of two other small arts and libraries charities associated with the City Corporation: the Library, the English Philological Endowment Fund, and the Alderman Samuel Wilson's Gift of Harbinger's Portraits. The English Philological Endowment Fund had, at the relevant time, reserves of approximately £4,500 and income of around £250 per annum. The assets of the Alderman Samuel Wilson's Gift of Harbinger's Portraits were pictures in the Guildhall collection (and without any endowment). Upon transfer of the assets of these two charities the permanent endowments were maintained.
3. The Charity is governed by a trust deed dated 7 March 1929, and a Charity scheme dated 8 June 2011. The objects of Guildhall Library Centenary Fund (registered charity no 206950) are now, for the public benefit, "to advance the education and training of the public, in particular but not exclusively, by the provision of library, archive, museum and gallery services". The purposes of the Charity are therefore now less focused on acquisitions. However, the original provision in the founding trust deed remains in effect, that is: all works of art, books, prints, engravings and other articles of historical archaeological or literary interest purchased in pursuance of the Charity's trusts shall be deemed to be the property of the City Corporation (in its general corporate capacity).
4. The City Corporation as Trustee, currently acting through the Culture, Heritage and Libraries Committee, has the power to apply both income and endowment (expendable and permanent) to further the Charity's purposes (after first meeting the costs of administering the charity). Therefore, the Charity's funds may be applied to collection development, as originally intended, but could also be applied more broadly in the delivery of library, archive, museum and gallery services, and other related projects, with a view to educating the general public. The current value of the Charity's assets, with some recent modest donations added, is £23,378, of which £14,612 is held as an endowment fund in Charities Pool investments, and £8,766 in cash as an unrestricted fund.
5. Unlike a number of City Corporation grant-making charities which have recently been considered under the Corporate Service Based Review of Grants, and recommended for merger or consolidation, this Charity has currently focussed its limited resources on the support of the City Corporation's delivery of culture, heritage and libraries services, rather than distributing grants to third parties. For that reason it was considered to be out of scope of that Corporate Review.

Current Position

6. There are no immediate acquisitions or projects which support a rationale for expending, and thereby reducing, what is currently a relatively small amount of capital. The Charity attracts very few donations, not least because it has not, at least in recent years, been actively promoted. Income generation is however increasingly being focused upon as an area for proactive initiative by the City Corporation and Guildhall Library has recently made an appointment to a redefined post of Events and Development Manager, part of whose responsibilities include fundraising. The intention is that this person will raise the profile and existence of the Charity, through publicity onsite and online, so as to encourage gifts and bequests; this support to the Charity being provided as an in-kind donation. If the Charity can be thus developed with an endowment fund sufficient to generate useful dividends, it will have a more enduring value than would be the case if the Charity's funds were merely expended and the Charity closed.
7. The City as sole corporate Trustee has an obligation to act in the best interests of the Charity and its beneficiaries. It should also have regard to its on-going trustee obligations, for example to ensure the on-going solvency of the Charity and to use the charitable funds and assets reasonably in furtherance of the Charity's objects (which will include preserving and conserving the Charity's existing acquisitions and assets, such as the Harbinger's Portraits).
8. As Trustee, the City Corporation must ensure any conflicts of interest (in particular conflicts of loyalty) that arise in its stewardship of the Charity are properly managed. In managing those conflicts, the City would not be permitted to apply the Charity's funds to relieve the City Corporation of any legal obligation it may have to fund those activities acting in another capacity; rather the Charity's funds may only be applied to substitute discretionary expenditure by the City where those purposes are charitable and in the best interests of the Charity and its beneficiaries.
9. In the longer term, the City Corporation as trustee will need to consider how the Charity's funds can be best applied having regard to the above considerations and the broad objects of the Charity – having regard to the City's delivery of relevant services and activities, and also to others operating in the wider culture, heritage and libraries sector. As the assets of the Charity are currently limited, it is proposed that for the immediate future the Charity's strategy should be one of encouraging donations rather than expenditure, so as to build up endowment; and that a suitable reserves policy be adopted.
10. The experience of other cultural and heritage services, many of whom are increasingly operating in this sphere, is that fundraising is a long-term activity in which quick results are rarely guaranteed, and where relationships with potential donors need to be cultivated. The City Corporation offers many discretionary services as part of its culture, heritage and libraries offer to the general public, including those of kinds which are used by researchers over long periods of time and which could generate the loyalty and gratitude to attract gifts to a charity

associated with the City Corporation, such as the Guildhall Library Centenary Fund.

11. It is suggested that, in accordance with the usual reporting arrangements for charities for which the City Corporation is trustee, a progress report is brought back to Committee on an annual basis. If, over time, there is little evidence of success in attracting donations to grow the endowment then an alternative strategy might need to be considered.

Conclusion

12. Guildhall Library Centenary Fund has for many years been a largely inactive charity but it is timely to seek to grow the endowment fund with a view to providing the Charity with greater resources to operate more effectively to achieve its charitable purposes. This will be pursued, as far as the City Corporation's fundraising resources allow, and the Committee will be updated on progress in due course.

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Committee(s):	Date(s):	Item no.
Culture, Heritage and Libraries	13 July 2015	
Subject: Charities Risk Registers		
Report of: Chamberlain Director of Culture, Heritage and Libraries		Public For Decision
<p>1. This report provides a key risks register for each of the two charities administered by the Culture, Heritage and Libraries Committee on behalf of the trustee (the City of London Corporation), which are attached as follows:</p> <ul style="list-style-type: none"> • Guildhall Library Centenary Fund - Annex B; and • Keats House – Annex C (<i>this appendix appears on the non-public part of this agenda</i>). <p>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.</p> <p>3. The charities SORP requires that the registers are reviewed annually to ensure that existing risks are reconsidered and any new risks are identified.</p> <p>Review of Risks</p> <p>4. 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.</p>		

5. Each risk in the registers has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner' in each register.

Red Graded Risks

6. It is recommended that the red graded risk (risk number 2 – Keats House) be included on the Culture, Heritage and Libraries Committee's own risk register in future to ensure regular monitoring and review during the year.

Conclusions

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

Recommendations

8. It is recommended that:
 - the two registers are reviewed to confirm that they satisfactorily set out the risks faced by each charity;
 - the two registers are reviewed to confirm that appropriate measures are in place to mitigate those risks; and
 - the red graded risk (risk number 2 - Keats House) is included on the Culture, Heritage and Libraries Committee's own risk register to ensure regular monitoring and review during the year.

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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 ⁻⁵)	Less than one chance in ten thousand (<10 ⁻⁴)	Less than one chance in a thousand (<10 ⁻³)	Less than one chance in a hundred (<10 ⁻²)

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
THREATS	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

Guildhall Library Centenary Fund - Risk register

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
1	The income from investments in the Charities Pool may decline	Chamberlain	Culture, Heritage and Libraries	Fund is Managed by a professional Fund Manager. Annual Monitoring of Fund Manager's performance by the Chamberlain/Financial Investment Board.	Possible	Major	A	↔	Continue with current course of action	Possible	Major	A
2	Investment income from cash balances reduces significantly.	Chamberlain	Culture, Heritage and Libraries	Surplus cash invested with a carefully selected and regularly reviewed range of counterparties and across various time periods to maximise returns.	Possible	Minor	G	↔	Continue with current course of action	Possible	Minor	G
3	The Charity lacks direction, strategy and forward planning	Director of Culture, Heritage & Libraries	Culture, Heritage and Libraries	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance.	Unlikely	Serious	G	↔		Unlikely	Serious	G
4	Conflicts of interest	Director of Culture, Heritage & Libraries	Culture, Heritage and Libraries	Understanding of trust law. Protocol for disclosure of potential conflict of interest.	Unlikely	Serious	G	↔		Unlikely	Serious	G
5	Loss of directly employed staff and/or support staff	Director of Culture, Heritage & Libraries	Culture, Heritage and Libraries	Documentation of systems, plans and projects. Training programmes. No staff are directly employed by the Charity.	Unlikely	Minor	G	↔		Unlikely	Minor	G

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Committee(s):	Date(s):
Culture, Heritage and Libraries	13 July 2015
Subject: Romans: a partnership with Museum of London	Public
Report of: Director of Culture, Heritage and Libraries	For Information
Summary	
<p>The City was founded by the Romans in around AD50 and is the place from which today's thriving metropolis grew. This makes it unique in London and delivers a legacy of Roman heritage sites that are unrivalled in the rest of the capital.</p> <p>Following your Committee's decision to approve plans to animate Guildhall Yard earlier this year and aligned with the objectives of the Cultural Hub (to deliver shared thematic programming in partnership) and the Service Based Review (to ensure maximum income from our assets where there is opportunity to do so), your Cultural and Visitor Development Team have joined forces with the Museum of London to deliver two significant pilot projects that will see the Gladiator Games return to the Yard this summer and regular weekend openings of the Roman Bathhouse to the public from late August to mid-December.</p> <p>Both projects come from a desire to ensure that we make the most of our underused sites, championing public access and celebrating our heritage - the Yard being largely unused except as a delivery point for maintenance works to the Great Hall throughout August and the Bathhouse being closed to the general public except on Open House weekends in September each year when it attracts visitors in their thousands. Both projects are pilots that will test the appetite and viability of our Roman offer, with the Games set to become a regular summer fixture in the Yard and the Bathhouse openings becoming a permanent arrangement should footfall and finances suggest this is an appropriate proposition.</p> <p>Depending on ticket sales, the Games, it is hoped, will be cost neutral for both the Museum and the City Corporation (with the Museum taking the financial risk). The Bathhouse is set to return a small profit not exceeding £3,500 each for both partners, if the sales target is met. This money will be used to further promote the City's Roman offer. Your City Information Centre and the Museum of London will both sell tickets to these events.</p>	
Recommendation(s)	
<p>It is recommended that:</p> <ul style="list-style-type: none"> • Members receive and note the contents of this report 	

Main Report

Background

1. The City has a Roman heritage second to none within London. Founded sometime shortly after the Romans' invasion of Britain in AD43, sites including the Roman Wall, Roman Fort (under Museum of London), Temple of Mithras, Roman Amphitheatre and Roman Bathhouse conspire to deliver a compelling offer for those seeking to discover Roman London. However, while receiving significant exposure in the media, the majority of these sites are not open to the public and can only be accessed via professional or educational tours. This can result in disappointment and frustration for the visitor.
2. That said, London's Roman story is expertly told in the Museum of London's Roman Galleries and these are some of its most popular, with artefacts from regular excavations, made possible by the City's high turnover of new buildings, delivering a growing must-see collection for all who come here.
3. Late last year, your Cultural and Visitor Development Team partnered with the City of London Archaeology Trust (CoLAT) and Museum of London (MoL) to deliver a self-guided walk around some of the City's free and publicly accessible Roman assets.
4. Recognising the interest in our Roman story, the leaflet joined the growing suite of popular walks provided by the Team and sought to bring together our Roman heritage offer for visitors in a more holistic and joined-up way – a readymade itinerary for those looking to explore this popular theme. Since delivery and up to the writing of this report, 6,000 leaflets have been picked up by those visiting our City Information Centre, suggesting a strong interest in the Romans and highlighting the potential if we were to make more of the assets we hold.
5. In addition, while the Roman Bathhouse has only been open to educational and special interest groups (tours being curated by the Museum of London), public access on Open House London weekends (usually September) has seen up to 2,000 visitors in just one day. Sadly, in recent months, the tours have had to stop because of various health, safety and maintenance issues that your Cultural and Visitor Development Team and the City Surveyor are working hard to resolve.
6. Of the City's other Roman assets, the Roman Fort under the Museum of London car park is only accessible as part of a specially-arranged group tour and the Temple of Mithras has been closed to the public for some years now while Bloomberg build their new headquarters off Queen Victoria Street at Bloomberg Place. Scheduled for completion in a reimagined curatorial context in September 2016, the Temple will once again be open and freely accessible to the public.

Current Position

7. With the recent Members' decision to animate Guildhall Yard with ad hoc markets and other activities throughout the year and with the month of August being assigned exclusively for public events without impacting on Guildhall bookings, an opportunity has arisen for a regular and returning summer event

in the Yard that has the popularity and profile to drive audiences and grow the Yard's reputation as a space for our visitors and workers to enjoy.

8. Its proximity to London's Roman Amphitheatre (the Yard sits over it) suggests a Roman theme may be appropriate and, if the event were popular, may well help to grow footfall to the Amphitheatre and Guildhall Galleries more widely.
9. Plans for the new Cultural Hub are also gathering momentum and a key objective for this project is to foster closer working relationships between our cultural organisations with shared themes helping to build audiences and deliver greater impact.
10. In 2011, the Museum of London produced a weekend of "Gladiator Games" in the Yard. These proved extremely popular with the entire run of shows selling out and the Amphitheatre receiving a record number of visits. Sadly, because of the limited number of shows that could be hosted in one weekend, the Museum suffered financial loss, despite the sell-out success of the venture.
11. While any event in an outside space like the Yard is going to be weather dependent (the 2011 shows enjoyed the very best of British summertime), your Cultural and Visitor Development Team and the Museum of London have come together to discuss the viability of re-presenting these shows for an extended run, acknowledging that with more shows, income may be greater and make the shows a more viable proposition.
12. At the same time, the Museum and the Team have discussed access to the Roman Bathhouse and the extraordinary popularity of the Open House London public openings. A new walkway within the Bathhouse makes viewing a safer and more enjoyable experience and this has become the impetus for your officers to look at a pilot of weekend openings over four months.
13. At present, the Bathhouse earns the City Corporation no money to offset its maintenance and running costs. With the objectives of the recent Service Based Review, officers were asked to look at ways in which we might better sweat our assets and the Bathhouse became a focus for the Culture, Heritage and Libraries department. The proposition is our response.

Proposals

14. In August this year, the Museum of London, in partnership with the City Corporation, will present the Gladiator Games in the Guildhall Yard once more. This time, the Games will straddle two weekends from the 8 to 16 August with two shows each Saturday and Sunday and shows on two weekday evenings – a total of 10 shows. With a capacity of 1,500 per show, a maximum of 15,000 visitors will enjoy pre-show entertainment in "Roman Londinium", the spectacle of the Gladiators and the opportunity to visit the Roman Amphitheatre in Guildhall art Gallery before and/or after the show.
15. A wide consultation across departments and with the church St Lawrence Jewry has been undertaken and the shows will not negatively impact on Guildhall maintenance works, activities within the church or on the lives of the residents above it (the vicar and his family being away in August).
16. The show is mounted at the financial risk of Museum of London, with the City Corporation providing the Yard gratis and supporting the campaign through its

own marketing and media channels without charge. Any profit or loss will be borne by the Museum of London.

17. Shortly afterwards, opening on the 22 August and running to 13 December, Museum of London will open the Roman Bathhouse at weekends for paying members of the public. Running every hour from 10:30 to 16:30 on both the Saturday and Sunday and with a maximum capacity of 20 per tour, access will be enabled for up to 4760 visitors over the period of operation. A decision has been taken not to run the tours in late December because of the strong visitor interest in Christmas retail opportunities at weekends. Indeed, if footfall drops off on the later tour planned in the lead-up to Christmas so as to not make staffing viable, these tours may yet be cancelled.
18. Tickets will cost £8 (£6 concessions), which aligns with the market for tours of this nature and duration. A conservative and realistic estimate on take up suggests that profit will be in the region of £7,000, with Museum of London and City Corporation sharing this total at around £3,500 each.
19. The tours will be staffed by Museum of London and marketed in partnership with the City Corporation who will ensure that all the relevant health and safety checks are in place.
20. The City Information Centre will sell tickets for both the Games and the tours but not take commission given the interest the City Corporation has in the these initiatives being a success. Tickets will also be sold via Museum of London channels.
21. If successful, and demand can be demonstrated, it is hoped that the Gladiator Games becomes a summertime feature of Guildhall Yard and that the Bathhouse tours can continue on a permanent basis. Financial risks and profit sharing will be reviewed after this year's pilot programmes.
22. Looking forward, it is proposed that the Bathhouse tour is complemented by a half day Roman City itinerary that takes visitors on a curated tour of the Bathhouse, Temple of Mithras (September 2016), Roman Amphitheatre, Roman Galleries at Museum of London, Roman Fort and to some of the best preserved parts of the Roman Wall.
23. For the Games, if successful, early discussions are underway to explore whether the same seating set-up can be shared with a company looking to present Shakespeare's plays in parts of London where they have situational relevance. The Roman connections for the Yard suggest these might include Julius Caesar, Coriolanus and Anthony and Cleopatra amongst others. This would complement our celebrations around Shakespeare 400 in 2016.

Corporate & Strategic Implications

24. Our Roman roots are an essential part of our heritage and the sites mentioned in this report best explain this story to visitors. Many assets, however, are closed and this can be frustrating and disappointing for all our communities who have seen these assets within the media and want to experience them for themselves.
25. With this in mind, it can be demonstrated that the pilot programmes outlined in this report support a number of our strategic objectives. These include:

- a. alignment with the City Corporation's Corporate Plan KPP5 "increasing the impact of the City's cultural and heritage offer on the life of London and the nation";
- b. alignment with the objectives originally laid out in *The City Together Strategy 2008 /14* under the two key themes: to support our communities and to deliver a City that is "vibrant and culturally rich";
- c. alignment with the City's Visitor Strategy 2013/17 (action A1.3, 1.5 and 1.7) and with the City's Cultural Strategy 2012/17 *Animating the Heritage* theme; and
- d. alignment with major corporate projects including our Supporting London agenda, the Cultural Hub proposition, the animation of Guildhall Yard and the Service Based Review.

Conclusion

26. The animation of the Yard, the Cultural Hub proposition and a real need to look at how we can open up our assets and achieve income to offset their cost have brought into focus the ideas behind these programmes.
27. The City has a distinct advantage over other parts of London in that its Roman offer is unique within the capital and provides the potential to grow our visitor numbers and the visitor economy while helping us to achieve a number of corporate objectives as outlined above.
28. The pilot programmes proposed will help us to understand that potential more and to harness it where appropriate, with cultural organisations working together to support one another and showing the City Corporation in a good light by increasing access and contributing further to the cultural life of the capital.
29. A review of the outcomes of these two pilots will be submitted to your Committee in spring next year, with a set of proposals for developing these ideas further (subject to their success).

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Committee(s):	Date(s):
Culture, Heritage and Libraries	13 July 2015
Subject: Great Fire of London: estimated value of benefit-in-kind to be received by Artichoke for September 2016 events	Public
Report of: Director of Culture, Heritage and Libraries	For Information
Summary	
<p>Earlier this year, your Finance, Policy & Resources, and Culture, Heritage and Libraries Committees approved a sponsorship package of £300,000 for Artichoke to develop a series of high-profile events to commemorate the 350th Anniversary of the Great Fire of London. Under the terms of the agreement, the City Corporation will be credited as Founding Sponsor.</p> <p>In your consideration of the Artichoke application, your Finance Committee requested that a report be returned to the Culture. Heritage and Libraries Committee which estimated the benefit-in-kind that the City Corporation was likely to offer Artichoke in support of the events they had proposed. A key purpose of this was to calculate a total value of City Corporation support so that Artichoke may then use this to leverage contributions from others.</p> <p>Following discussions with the lead departments and teams involved in facilitating and supporting the proposed Artichoke programme, this report estimates an additional total value of just over £113,000 in staff time, services and waived fees, assuming an international conference, two major public events and the subsidiary events suggested in the Artichoke proposal. All of these events are subject to further sponsorship being found by Artichoke and may change in shape, magnitude and content depending on a wide variety of factors. For this reason, estimates are indicative only and have been based on comparable events already hosted by the City and for which costs are known.</p>	
Recommendation(s)	
<p>It is recommended that:</p> <ul style="list-style-type: none"> • Members receive and note the contents of this report 	

Main Report

Background

1. Following the recent approval of £300,000 sponsorship by your Finance Committee to leading UK creative company Artichoke for a 350th anniversary commemoration of the Great Fire of London, Members requested a report be returned to this Committee outlining the value of the benefit-in-kind (BIK) that Artichoke are likely to receive from the City Corporation in respect of the

events they have proposed. The purpose of this exercise was to support the company in their drive to achieve a total target of £3m in sponsorship, with the BIK value providing further leverage for match funding.

2. This report seeks to provide a broad indication of the value of BIK that Artichoke will receive following detailed consultation with the lead departments and teams involved in facilitating and supporting the Artichoke programme. Others from across the organisation will undoubtedly play a role but, at this early stage, it is too difficult to calculate what that input (and the value of it) might be.
3. The estimates assume support where this can be offered using officer discretion only and relate solely to the Artichoke contingent of the Great Fire programme (i.e. those events that it is proposed Artichoke will produce as their own during the period 1-4 September 2016). Events produced by City Corporation venues – such as exhibitions at Guildhall Art Gallery, the Heritage Gallery and/or the Museum of London – are not considered as these are part of our “business as usual”, delivered outside of the scope of main Artichoke programme and do not provide direct benefit to the company.

Current Position

4. It is too soon for the exact detail of Artichoke’s programme to be known and so, based on the initial proposals submitted to your Committee, officers have made some broad assumptions using comparable events to estimate the BIK value. These assumptions are as follows:
 - a. Two major public spectacles will be presented by Artichoke, attracting thousands to the City over two days (the Lord Mayor’s Show is used as the comparator)
 - b. A major international conference will take place at the Barbican (other Barbican conference bookings are used as a comparator)
 - c. Subsidiary events at Monument, Guildhall Yard and in other City spaces will complement the major spectacles (the Magna Carta Son et Lumiere this September and previous events on the Monument piazza are used as comparators)
5. From this base, officers have calculated the value of the staff time, fees and services that they would ordinarily absorb in their own departmental budget for any major City-Corporation-supported initiatives, these costs being at the discretion of officers and met by local risk budgets. A number of fees, contractor costs and ancillary expenses that would normally be recovered have also been identified and these are listed (without a value attached) in appendix 1, along with the value of the BIK.
6. It should be noted that Artichoke’s proposed events are likely to change significantly in artistic content and scope as they develop their ideas with partners, authorities and sponsors. It is therefore emphasised that the full value of the BIK (as shown in appendix 1) should be regarded as indicative only and may go up or down depending how these factors influence the programme.

Proposals

7. From detailed consultation with teams in Highways, Cleansing, Planning, Market and Consumer Protection, City Gardens, Visitor Development, PRO, Remembrancer's, Tower Bridge and Monument, Guildhall Library, LMA and Barbican, and based on current information, it is proposed that the total BIK value that will be received by Artichoke is £113,455, with £68,580 of this total being the value of staff time spent to facilitate and support the programme and £44,875 being the value of waived fees, marketing support, City discounts and other costs.
8. With the £300,000 cash support (awarded in April), this brings the full value of the Artichoke sponsorship package to £413,455. For this sponsorship package, the City Corporation will be credited "Founding Sponsor".
9. Further fees and expenses identified in the final column of appendix 1 that it is suggested would need to be recovered may yet be waived. Under current practice, these are recharged for all events of this nature and so would need to be the subject of another report to Members at a time when more detail around the programme is known and a compelling case for absorbing them can be made.

Corporate & Strategic Implications

10. The Artichoke element of our Great Fire anniversary programme is critical to the success of other programmes and exhibitions being mounted by the City Corporation's venues as part of the commemoration. The profile and following of such a prestigious creative company as Artichoke will undoubtedly generate engagement with these "umbrella" events by association and ultimately help to achieve footfall and revenues.
11. The City Corporation's sponsorship of Artichoke is based on the achievement of a number of other strategic objectives which have been cited in previous reports. For clarity, these include:
 - a. alignment with the City Corporation's Corporate Plan KPP5 "increasing the impact of the City's cultural and heritage offer on the life of London and the nation";
 - b. alignment with the objectives originally laid out in *The City Together Strategy 2008 /14* under the two key themes: to support our communities and to deliver a City that is "vibrant and culturally rich";
 - c. alignment with the City's Visitor Strategy 2013/17 (action A1.11) and with the City's Cultural Strategy 2012/17 *Animating the Heritage* theme;
 - d. support of the vision outlined in the City's Education Strategy 2013/15 which states that "The City will maximise the educational opportunities that its cultural, heritage and environmental assets offer to City residents, the City schools and children throughout London";
 - e. alignment with major corporate objectives including our Supporting London agenda and the Cultural Hub proposition

Conclusion

12. For the City Corporation to achieve the above objectives, it is imperative that the Artichoke programme delivers the level of interest and profile suggested. To do this, Artichoke must achieve maximum investment from third party funders. Without it, the programme may be compromised.
13. It is therefore imperative that the City Corporation makes every effort to support Artichoke's sponsorship drive by providing the seed funding and the highest possible match potential, so enabling the company to leverage funds from a good starting position.
14. The value of BIK offered by the City Corporation towards this project increases its initial investment by a further 37% and helps to do just that.
15. This value is only indicative and may go up or down depending on the factors that will influence the shape of the programme as discussed earlier in this report. However, the research behind the report provides the framework necessary for us to recalculate BIK, as the programme develops.
16. A full evaluation of the event and of our final BIK value will be submitted to Members following when the Great Fire anniversary is over at the end of next year.

Appendices

- **Appendix 1**
Great Fire of London: Nominal cost estimates for CoL sponsored Artichoke events, September 2016

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APPENDIX 1

**Great Fire of London:
Nominal cost estimates for CoL sponsored Artichoke events, September 2016**

Department/team	Context	Value of staff time absorbed by department team (under officers' discretion)	Value of fees, charges and services waived (under officers' discretion)	Costs including staff time, recharges and fees) to be recovered (via sponsor / Artichoke)
Barbican	Conference: room hire	-	8500	Catering, event staffing and ancillary costs
City Gardens (Open Spaces)	Repairs to gardens based on two days of public spectacles	-	-	Minor repairs to City Gardens at cost; low-cost staffing to enable repairs
Cleansing	Clearing up post public events based on two days of spectacles	8000	22000	Contractor costs and half cost of clear-up services
Guildhall Library (CHL)	Son et Lumiere events in Guildhall Yard	5200	-	Artist and contractor fees, equipment and staging
Highways Group (DBE)	Road closure traffic order, parking suspensions, event application fees, St Paul's lighting), ELT operation and event liaison based on two days of public spectacles	5500	2325	Parking enforcement, Monument lighting, and street furniture removal
London Metropolitan Archives (CHL)	Research, image sourcing and attendance at meetings	3500	-	Image reproduction

Department/team	Context	Value of staff time absorbed by department team (under officers' discretion)	Value of fees, charges and services waived (under officers' discretion)	Costs including staff time, recharges and fees) to be recovered (via sponsor / Artichoke)
Markets and Consumer Protection (Markets)	Licensing, pollution management, health and safety and review of risk assessments	2600	-	Temporary event notices (TENs) and a Street Trading Licence
Planning (DBE)	Planning applications assuming two public spectacles on two sites	3280	-	Planning permission fees
Public Relations (Town Clerk's)	Public relations and marketing support for weekend of public spectacles	2000	1000	-
The Remembrancer	Discounted use of the Crypts (City rate) for conference or fundraising event	-	2050	Catering and rechargeable costs
Tower Bridge/Monument (CHL)	Event liaison for Monument and Tower Bridge involvement in public programme	2500	-	-
Visitor Development (CHL)	Project lead, co-ordination of steering group and project board, introductions and facilitation of meetings with stakeholders, marketing support and event liaison	36000	9000	-
SUBTOTALS		68580	44875	

TOTAL BENEFIT IN KIND:

£113,455

Committee(s)	Dated:
Culture, Heritage and Libraries	13 July 2015
Subject:	Public
City of London Festival 2016 grant	
Report of:	For Decision
Director of Culture, Heritage and Libraries	

Summary

It was agreed in January 2015 that the 2015 grant to the City Arts Trust to run the City of London Festival could be released earlier than usual, in order to help with cashflow issues. It was also agreed (by Finance Committee) that the repayments of the loan to the Trust for the Festival's Bowler Hat, due to begin in 2015, would be rescheduled so as to begin one year later. Consideration of the Trust's application for a 2016 grant was deferred until summer 2015.

The Trust has now presented its request for funds for 2016, based upon a positive report on the progress of the 2015 Festival and a budget which is anticipated to make a small surplus. It was necessary to suspend use of the Bowler Hat in 2015 but its return is planned for 2016. The budget projections for 2016-18 show a growing surplus.

It should be noted that a report on the Festival's financial situation is due to be taken to Finance Committee in September 2015.

Recommendation(s)

Members are asked to delegate the decision to agree the funding for the 2016 Festival (a grant of £355,825 to the City Arts Trust, comprising a core grant of £274,725 plus £81,100 for free events and the winter series) to the Chairman and The Chamberlain. The decision will be based on confirmation of the robustness of the financial position through the receipt of a satisfactory report on the financial outturn of the 2015 Festival, including full responses to any reasonable queries arising out of that report, and an assessment of the 2016 budget plans.

Main Report

Background

1. The Culture, Heritage & Libraries Committee has responsibility for awarding City funding to the City of London Festival, and for reviewing its programme and activities. The Committee's budget for 2016 includes provision for its £355,825 for the Festival, made up of a core grant of £274,725 plus £81,100 free events and winter series; this represents a reduction of 7.5% from the previous year's budget, agreed as part of the Service Based Review proposals. The grant is made to the Festival's management board, the City Arts Trust.

Current Position

2. In January 2015, financial pressures generated by the deficit returned on the 2014 Festival led the Trust to ask the Corporation for early release of funds from the 2015 grant, and to reschedule the loan repayments due on the Bowler Hat,

the pop-up venue which was commissioned in 2014 (£150,000, to be repaid over five years). These requests were agreed by the Culture, Heritage and Libraries Committee and by the Finance Committee, subject to increased communication on financial matters between the Trust and the Corporation, and the delivery of trustworthy budget projections demonstrating that future Festivals will break even or generate a surplus. The Finance Committee has requested a further report on the Festival's financial situation in September 2015.

3. The Trust has now presented a report on the 2015 Festival, plans for 2016, and budget projections for 2015-18. Key points include:
 - The 2015 Festival is projecting a small surplus (just under £1000); the budgets for 2016-18 suggest larger surpluses, growing from £16,148 in 2016 to £50,474 in 2018
 - The 2015 Festival has a record number of sold-out events
 - The Festival's staff and cost base has been significantly restructured, taking on board the lessons from the 2014 overspend
 - Corporate sponsorship, which is an important element in the Festival's budget, is continuing to prove challenging, but a number of new sponsors have been engaged in 2015
 - The costs attached to running the Bowler Hat in Paternoster Square led to it being cancelled for 2015 but its return is planned for 2016.
- 4 It should be added that reports from the Trust's Finance Committee have, as agreed, been shared with the Corporation and have been scrutinised by the Chamberlain. A meeting including the Chamberlain and the Trust's Chairman was held earlier this year to discuss the situation.
- 5 The Chamberlain has been consulted on the current bid and has advised that a decision on funding the 2016 Festival should be deferred until a clearer picture of the actual outturn for 2015 is available. It is therefore recommended that the Committee agree in principle to releasing funds for 2016, but that a final decision should be delegated to the Chairman and the Chamberlain. Their decision will be based on confirmation of the robustness of the financial position through the receipt of a satisfactory report on the financial outturn of the 2015 Festival, including full responses to any reasonable queries arising out of that report, and an assessment of the 2016 budget plans.
- 6 Although the financial situation of the Festival has been difficult, it continues to be an important part of the cultural landscape of the City, animating the Square Mile with a wide variety of concerts, debates, events and entertainments. It reaches across the whole of the City in a distinctive way and it continues to receive good reviews and feedback.

Conclusion

7. For over 50 years, the Festival has enlivened the Square Mile with a distinctive and unique range of cultural activities across many venues. It is a valued part of the City's overall cultural portfolio although like many arts providers it is finding the financial climate challenging. While the Corporation will want to support the Festival going into the future, it is prudent at this stage to defer a definite decision on funding for 2016 on a fuller knowledge of the outturn for the current year.

Appendices

- The City Arts Trust Ltd: bid for funding for 2016
- City of London Festival 2015 Budget
- 2016-2018 City of London Festival Budget

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The City Arts Trust Limited

1. Background

Since its inauguration in 1962 the City of London Festival has brought the City to life with a world-class artistic programme of events, with many being free to the public. The festival has traditionally had a strong classical music core and recent years have seen this expand considerably to include more diverse musical styles, dance, theatre, circus, cabaret and comedy as the Festival seeks to represent the changing demographic of City workers.

The Festival has developed a reputation for its international collaborations, providing an opportunity for countries with a strong commercial connection to the City such as South Korea, Japan, the Nordic countries and in 2015, Singapore to showcase their cultural assets in The City creating a strong meeting point between commercial, diplomatic and cultural interests.

The Festival's main strength and inspiration is the City itself. The ambition is to create a festival with a unique personality that could only happen in the City of London. This may revolve around the extraordinary buildings such as the Livery Halls, Churches or more recent and unusual spaces such as using the Skygarden or the Walkie Talkie for jazz. The Festival looks to create events that respond to the history and characteristics of the City such as our popular Justice, Money, Power debates series or the Wren Choral Marathon that took 17 choral concerts to 17 different Wren churches in a single day. The Festival has been highly effective in generating a high level of national and international media coverage for activities creating some much needed positive news coverage for the City.

The Festival is very much built on a partnership model working with an extremely diverse range of organisations. We work closely with cultural institutions in the City such as the Barbican, the LSO and the Guildhall School of Music & Drama and the Festival contributes approximately £100,000 to them in fees and commissions each year. We have also developed strong relationships with the owners of spaces such as Devonshire Square, Paternoster Square, New Street Square and Jubilee Park in Canary Wharf to bring an extensive programme of free lunchtime and early evening events to a large and appreciative audience of City workers.

Over its 52 year history the Festival has made a significant cultural impact. It has worked with hundreds of distinguished performers and is well recognised for the invaluable work undertaken in the wider community through our learning and participation programme – especially with primary and secondary schools in the City and the neighbouring boroughs.

2. Facts and figures

The 2014 Festival

- 266 events in 57 venues over 26 days
- 133 free events across the City and beyond to Canary Wharf, Hampstead Heath and Epping Forest
- Record ticket sales and a total audience that exceeded 600,000
- Corporate fundraising, including sponsorship and memberships, raising £323,600 in total
- Significant uplift in media support and influential media engagement, including strong coverage in The Guardian, Time Out, Evening Standard, two features

on the Today programme plus extensive coverage of 'Seoul in the City' in the Korean media

The 2015 Festival

The 2015 Festival is underway as this report is being prepared but so far we can report

- A record number of sold out events, there were 20 in 2014 and there are already 24 in 2015 including the LSO at St Paul's (2,067 seats)
- Strong media coverage in The Times, Guardian, City AM, Time-Out, Radio 4, BBC World Service and the Evening Standard
- £89,000 in sponsorship and grants from businesses and agencies in Singapore towards 'Singapore Celebrates'
- 115 free events including new venues such as the Skygarden and Royal Exchange

The Economic, Social and Cultural Impact of the City Arts and Culture Cluster research showed that:

'The Festival has a positive impact on the way the City is perceived. Festival events (in particular the free outdoor events) give people an occasion to experience the Square Mile in a very different way (lively and animated) from what they know it to be like. The audience research shows that the Festival is highly valued for the vibrancy it brings to the area throughout its duration: **91%** of those surveyed agree or strongly agree that the Festival provides enrichment to the London area due to the buzz it creates, while **85%** agree or strongly agree that having the Festival is part of what makes the City of London area special. It also demonstrates that the Festival helps to improve perceptions of the area among those audiences who do not live and work locally. **84%** of those who neither live nor work in the City reported that the Festival improved their perception of the City. Moreover, the Festival experience encourages people to come back: **84%** of those who neither live nor work in the City also said that the Festival has made them more likely to return to the City in the future.'

Sponsorship and financial support

Like many arts organisations, the City of London Festival has to find new and additional sources of income to compensate for the decline in public sector support over recent years. Following a cut from £330,000 in 2011, the City of London Corporation core grant has remained steady at £297,000. Other sources of public funding have dropped during that period from £281,000 to £169,000. Box office and fundraising have increased from £540,000 to £606,000 in 2014 but further progress is required as we look to fill the gap in public sector support.

Sustained support from the City of London Corporation has undoubtedly enabled the Festival to leverage considerable additional funding from corporate sponsors, foundations and individual philanthropy.

While the 2014 Festival enjoyed record audiences and a considerably enhanced profile, it did result in a deficit of £168,521 which caused the Festival some cash flow difficulties over the winter period. A restructure, cost cutting and a more focussed programme has seen the Festival progress towards breaking even in 2015 and delivering surpluses in subsequent years to restore financial reserves.

The Bowler Hat

The City of London Festival, with the support of the City of London Corporation, purchased its own 'pop-up' venue for the 2014 Festival, the 200 seat theatre in the shape of a large Bowler Hat. The venue, situated in Paternoster Square, hosted 93 performances, instantly becoming a popular new feature of the Festival and attracting considerable media attention.

After protracted negotiations with the site owners, the Bowler Hat was scheduled to return to Paternoster Square for the 2015 Festival and a programme prepared. Unfortunately we were faced with two costs that were considerably higher than initial estimates. This was for the changes required to make the Bowler Hat run from mains power (we were not permitted to use generators as we had done in 2014) and also for a bespoke internal truss to improve the structural integrity of the venue. These two exceptional costs amounted to approximately £50,000 and with insufficient time to raise the additional funds it was decided by the Board on May 11th that the Bowler Hat would need to be postponed for the 2015 Festival. Due to the kind support of Bishopsgate Institute and Grange Hotels we were still able to promote quite a few shows earmarked for the Bowler Hat. We will be bringing the Bowler Hat back in 2016 and are actively negotiating a new location.

3. 2016 – funding proposal and strategy

The Trust is requesting support from the City of London Corporation in the form of a grant for the 2016 Festival

In a presentation to the Culture, Heritage & Libraries Committee in September 2013 Paul outlined his vision for the Festival which included the following aspirations:

- To develop a programme with a strong sense of place that reflects the extraordinary nature of the City
- To see the Festival grow in scale over the next few years
- To develop a much stronger physical presence in the City
- To broaden the programme increasing its appeal to City workers and visitors
- To increase opportunities for the Festival to facilitate international exchange and cultural diplomacy

A great deal of progress has been made towards this vision. Events reflecting a strong sense of place such as the Wren Choral Marathon, our Justice, Money, Power debate series and our use of unique venues are proving popular with audiences. While the loss of the Bowler Hat means the 2015 Festival is smaller in scale than 2014, it is still larger than 2013. Through the Bowler Hat and working in new and high profile spaces, the Festival has undoubtedly developed a stronger physical presence in the City. With a record number of sold out performances in 2015, the broader programme certainly seems to be capturing the imagination of City workers and visitors. The collaborations with Seoul in 2014 and Singapore in 2015 have proved popular with audiences, the diplomatic and the business communities.

While the Festival continues to make progress in developing its income base, the support of the City of London Corporation remains vital to maintain a festival of sufficient scale and significance to ensure the Festival remains attractive to new sponsors and audiences. It helps us meet the challenge of maintaining quality in an increasingly expensive environment for the Festival. Venue and technical costs for the Festival have risen steeply in recent years. To hire and equip a livery hall for an average concert costs between £3,000 and £6,000 per occasion before any artists

fees are paid. Church based events are less expensive but can still cost in excess of £2,000 to hire and equip. Major venues in the City can cost up to £20,000 per occasion to hire.

In addition to our core grant, our bid also covers project funding for the Festival, its free outdoor programme of activities and the Free Winter Concerts (organised in partnership with the City Music Society and the City of London Sinfonia).

For 2016, we are requesting support to remain at the previously agreed levels namely:

- A core grant of **£274,725**
- A Free Events grant of **£81,100**
- Total: **£355,825**

Continued support will aid our efforts to maintain a programme likely to attract greater commitment from third parties, especially corporate supporters. It will also help the Festival compete in an increasingly competitive festival environment in London. There has been significant growth throughout the capital in both commercial and public sector driven events in recent years and the Festival needs to work hard in order to maintain the profile and status of the City as a major event location.

Stable funding will support the Festival during what is likely to be a difficult period for cultural organisations. While the medium to long-term prospects for corporate support are improving for the Festival, we have secured six new corporate partners this year, raising sponsorship in the current climate is still highly challenging. The Trust has been able to demonstrate a significant return on investment, with every £1 of support from the Corporation leveraging a further £3 of income.

4. Financial sustainability

The past few years for the Festival have been particularly challenging as the organisation seeks to replace declining public sector support with commercial revenues. The Festival is a remarkably adaptable organisation with low core costs compared to building based organisations and the ability, as evidenced by the Bowler Hat cancellation, to move swiftly when the need arises. The Festival has also established a Finance and Risk Committee to monitor financial performance meeting between board meetings.

The Festival has maintained and even extended its investment in both marketing and the fundraising team as this represents our best opportunity of developing our income base over the coming years. The Festival is also engaging in even more creative partnerships with other arts organisations, which may entail a sharing of financial risk or indeed the other party bearing the full cost of a promotion, allowing the Festival to present a broader programmes without being exposed to their full costs.

5. Addressing the City's strategic priorities

The Trust aims fully and strongly to reflect the strategic direction of the CLC. It is confident that its aims and achievements are totally in step with the recommended priorities of both The City Together and the Corporation's current and developing Cultural Strategy.

6. City Partnerships

The Trust works in close partnership with a wide range of City based institutions and organisations, including: The Guildhall School of Music & Drama, the London Symphony Orchestra, The Barbican, Barbican Box Office, Gresham College, Bishopsgate Institute, Voces8, Bank of England, City Music Foundation and Mansion House. A strong commitment to partnership working is integral to our entire organisation and we are actively seeking further partnership opportunities within the Square Mile and beyond. We have developed a number of innovative projects involving office choirs teaming them up with schools for a project called Musical Meeting Place and turning them into a chorus for a concert performance of the musical 'How to Succeed in Business Without Really Trying'. Office choirs represent a unique way for the Festival to engage with city workers and we will be seeking more opportunities to create and develop the skills of office workers in future years.

7. 2016 Festival

Plans for the 2016 festival will develop swiftly following the conclusion of the 2015 Festival but the following elements are currently under consideration.

- The return of the Bowler Hat with a broad programme of comedy, cabaret, music and circus
- A repeat of the highly successful Wren Choral Marathon
- A further major choral concert with the London Symphony Orchestra in St Paul's
- Shakespeare in the City to mark the 400th anniversary of Shakespeare's death
- A further cultural diplomacy initiative featuring another country with strong commercial ties to the City
- A major project and concert for office choirs including the creation of several new ones
- A celebration of City Atriums
- A Nordic big band summit

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CITY OF LONDON ARTS TRUST LTD
2015 ORIGINAL BUDGET WITH EX-BOWLER HAT BUDGET

	<u>Original Budget 2015</u>	<u>Budget excl. Bowler Hat</u>
Income		
H1 · Ticket sales	179,000	125,000
H2 · Sponsorship income and corporate memberships	350,000	311,850
H3 · Trusts and donations	145,000	127,043
H3a · City of London - other	87,676	87,676
H5 · Advertising income	20,000	10,500
H6 · City of London core grant	297,000	297,000
Total H11 · Individual Giving	80,000	52,381
Total Income	<u>1,158,676</u>	<u>1,011,450</u>
Gross Profit	<u>1,158,676</u>	<u>1,011,450</u>
Expense		
D1 · Staff costs		
Salaries	280,000	218,681
Er's NIC	inc.	18,397
Pension costs	inc.	6,837
Payroll agency	inc.	520
Freelance staff	34,000	46,400
Recruitment	inc.	6,690
Staff training	inc.	765
Total D1 · Staff costs	<u>314,000</u>	<u>298,290</u>
PR Consultancy	inc. salaries	18,000
D2 · Office expenses		
Stationery		3,500
Telephone and internet		3,500
Cleaning		3,500
Water		750
Computer costs		3,000
Copier rental		2,800
Postage		1,800
Couriers		100
Publications and subscriptions		1,500
Office expenses - Other		2,800
Total D2 · Office expenses	<u>inc. premises below</u>	<u>23,250</u>
D3 · Premises costs		
D3a · Rent, service charge & ins		24,640
D3e · Building insurance		800
D3b · Rates		1,750
D3d · Repairs and Maintenance		3,500
Total D3 · Premises costs	<u>61,500</u>	<u>30,690</u>
D4 · Intern expenses		
Sally Hollingworth		
Amy Poole		
Grace Armitage		
D4 · Intern expenses - Other		
Total D4 · Intern expenses	<u>inc. salaries</u>	<u>7,923</u>
D5 · Staff expenses		
Festival Director's expenses		150
Press and marketing expenses		150
Sponsorship expenses		150
Indoor events expenses		-
Free events expenses		500
Education expenses		100
Conferences and travel		650
Other staff expenses		450
Staff entertaining		850
Total D5 · Staff expenses	<u>inc. misc. total</u>	<u>3,000</u>
D6 · Financial costs		
Paypal fees		
Foreign exchange fees		
Bank charges		950
Total D6 · Financial costs	<u>inc. misc. total</u>	<u>950</u>

CITY OF LONDON ARTS TRUST LTD
2015 ORIGINAL BUDGET WITH EX-BOWLER HAT BUDGET

	<u>Original Budget 2015</u>	<u>Budget excl. Bowler Hat</u>
D7 - Companies House fees		13
D8 - Professional fees		6,440
D10 - Cultivation costs		
Sponsorship expenses		425
Individual giving		425
D10 - Cultivation costs - Other		5,000
Total D10 - Cultivation costs	<u>inc. misc. total</u>	<u>5,850</u>
D11 - Miscellaneous Expenses		
Supporter gifts		-
Total D11 - Miscellaneous Expenses	<u>14,000</u>	<u>-</u>
D16 - Depreciation	29,990	29,990
Contingency	10,000	10,000
	<u>39,990</u>	<u>39,990</u>
F1 - Artists		
Performers - outdoor events		42,805
F1a - Performers - indoor events		177,675
Performers accom. & travel		8,750
F1g - CoL Free Winter Series		18,000
Commissions		4,000
Education		27,000
Total F1 - Artists	<u>227,000</u>	<u>278,230</u>
F2 - Venue & Technical		
Bowler Hat		15,000
Outdoor		19,640
F2a - Venue hire		30,100
F2b - Instrument hire		6,957
F2c - Instrument tuning		575
F2d - Music hire		500
F2f - Staging		33,410
F2h - music stands		300
F2k - Chair hire		1,138
F2j - vehicle hire and deliveries		450
F2m - Equipment/electrical hire		1,200
F2n - Sound		11,614
F2s - Security		449
F2w - T-shirts		844
Total F2 - Venue & Technical	<u>209,000</u>	<u>122,176</u>
F3 - Events staffing		
F3a - Events Managers		6,922
F3c - Tech management		8,500
F3d - Stewards		1,500
F3f - Sound engineer		1,300
F3g - Page turners		200
F3j - Events team expenses		1,948
Total F3 - Events staffing	<u>64,000</u>	<u>20,370</u>
F4 - Other event costs		
F4h - PRS		10,000
Festival insurance		7,000
Credit card charges		4,000
Box office fees		28,000
Meals		1,000
Total F4 - Other event costs	<u>36,000</u>	<u>50,000</u>
G - Marketing		
Total G - Marketing	95,000	105,582
Learning and Participation	27,000	inc. artists
Free Winter Series	18,000	inc.artists
Outdoor events	49,000	inc. artists and venue

CITY OF LONDON ARTS TRUST LTD
2015 ORIGINAL BUDGET WITH EX-BOWLER HAT BUDGET

	<u>Original Budget 2015</u>	<u>Budget excl. Bowler Hat</u>
Total Expense	<u>1,154,490</u>	<u>1,010,754</u>
Net Ordinary Income	4,186	696
Other Income/Expense		
Other Income		
H8 · Investment Income	-	
H9 · Bank Interest Earned	<u>100</u>	<u>100</u>
Total Other Income	<u>100</u>	<u>100</u>
Net Other Income	<u>100</u>	<u>100</u>
Surplus for the year	<u><u>4,286</u></u>	<u><u>796</u></u>

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2016- 2018 City of London Festival Budget

	Festival year 2016	Festival year 2017	Festival year 2018
<u>INCOME</u>	2016/17	2017/18	2018/19
	Budget	Budget	Budget
Fundraising:			
Private: Sponsorship and Corporate Members	390,000	420,000	450,000
Donations	55,000	60,000	65,000
Individual giving	85,000	90,000	95,000
Advertising, Sundry and Bowler Hat Income	45,000	55,000	60,000
	575,000	625,000	670,000
Public: Public funding - general	100,000	105,000	105,000
City of London (Free events/Winter Series)	81,100	81,100	81,100
	181,100	186,100	186,100
Total fundraising target	756,100	811,100	856,100
Other:			
Box office	210,000	240,000	268,000
City of London Corporation (core grant)	274,725	274,725	274,725
Winter Series Sales/Sponsorship	25,000	35,000	40,000
Bank interest	100	100	100
Total income	1,265,925	1,360,925	1,438,925
<u>EXPENDITURE</u>			
Events:			
Performers - Ticketed	210,000	230,000	245,000
Performers - Free Events	50,225	51,732	53,284
Performers - Learning & Participation	28,350	29,768	31,256
Performers - Bowler Hat	33,000	40,000	45,000
Winter Series Costs	28,000	32,000	40,000
Venue and technical - outdoor	45,100	46,453	47,847
Venue and technical - Bowler Hat	71,750	73,903	76,120
Venue and technical - all other events	97,375	100,296	103,305
Bowler Hat Staffing	41,000	42,230	43,497
Event staffing - all events	24,600	25,338	26,098
Box office fee, interval wine, receptions	36,500	37,595	38,723
Marketing:			
All costs	100,000	115,000	120,000
General:			
Salaried staff	287,000	295,610	304,478
Freelance personnel	37,000	38,110	39,253
Office/premises	63,038	64,929	66,876
Receptions, staff expenses, misc	14,350	14,781	15,224
Capital costs/depreciation	29,990	29,990	29,990
Bowler Hat Repayments	37,500	37,500	37,500
Contingency			
	15,000	20,000	25,000
Total expenditure	1,249,778	1,325,233	1,388,451
Projected surplus for year	16,148	35,692	50,474

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