



Culture, Heritage and Libraries Committee

Date: WEDNESDAY, 23 SEPTEMBER 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
Deputy John Bennett (Ex-Officio)	Jeremy Mayhew
Mark Boleat	Sylvia Moys
Keith Bottomley	Barbara Newman
Deputy Michael Cassidy	Ann Pembroke
Dennis Cotgrove	Judith Pleasance
Deputy Billy Dove	Emma Price
Deputy Anthony Eskenzi	Henrika Priest
Deputy Kevin Everett	Deputy Gerald Pulman
Lucy Frew	Stephen Quilter
Alderman Sir Roger Gifford	Delis Regis
Alderman Alison Gowman	John Scott
Deputy the Revd Stephen Haines	Deputy Dr Giles Shilson
Deputy Brian Harris	Deputy John Tomlinson (Ex-Officio)
Graeme Harrower	Mark Wheatley
Tom Hoffman	
Ann Holmes	
Wendy Hyde	
Deputy Jamie Ingham Clark	

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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 13th July 2015.

For Decision
(Pages 1 - 6)
4. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2015-18 - QUARTER 1 PROGRESS REPORT**
Report of the Director, Culture, Heritage and Libraries.

For Information
(Pages 7 - 30)
5. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015 - KEATS HOUSE**
Joint report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Information
(Pages 31 - 54)
6. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015 - GUILDHALL LIBRARY CENTENARY FUND**
Joint report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Information
(Pages 55 - 72)
7. **REQUEST FOR A BUDGET UPLIFT TO FINANCE THE CITY'S PLATINUM MEMBERSHIP OF LONDON AND PARTNERS**
Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 73 - 78)
8. **GREAT FIRE UPDATE**
Head of Cultural and Visitor Development to be heard.

For Information
9. **CITY OF LONDON FESTIVAL**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 79 - 82)
10. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**
Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 83 - 88)

11. **E-BOOKS AND E-AUDIOBOOKS IN BARBICAN AND COMMUNITY LIBRARIES**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 89 - 94)
12. **DECISIONS TAKEN UNDER DELEGATED OR URGENCY PROCEDURES**
Report of the Town Clerk.

For Information
(Pages 95 - 96)
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. **KEATS HOUSE PRICING REVIEW 2015/16**
Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 97 - 100)
17. **LORD MAYOR'S STATE COACH**
Members are asked to note a Resolution from the Policy and Resources Committee.

For Information
(Pages 101 - 102)
18. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 13 July 2015

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 13 July 2015 at 11.30 am

Present

Members:

Vivienne Littlechild (Chairman)	Deputy Jamie Ingham Clark
Graham Packham (Deputy Chairman)	Deputy Alastair King
Mark Boleat	Jeremy Mayhew
Dennis Cotgrove	Sylvia Moys
Deputy Billy Dove	Barbara Newman
Deputy Anthony Eskenzi	Ann Pembroke
Alderman Sir Roger Gifford	Emma Price
Deputy the Revd Stephen Haines	Stephen Quilter
Deputy Brian Harris	Delis Regis
Tom Hoffman	Deputy Dr Giles Shilson
Ann Holmes	Mark Wheatley
Wendy Hyde	Deputy John Tomlinson (Ex-Officio Member)

In Attendance

Paul Gudgin Chief Executive, City of London Festival

Officers:

Mark Jarvis	Chamberlain's Department
Steven Chandler	City Surveyor's Department
Margaret Jackson	Culture, Heritage and Libraries Department
David Pearson	Director of Culture, Heritage and Libraries
Geoff Pick	Culture, Heritage and Libraries Department
Andrew Buckingham	Public Relations Department
Nick Bodger	Culture, Heritage and Libraries Department
Christopher Earlie	Culture, Heritage and Libraries Department
Susan Attard	Deputy Town Clerk

1. APOLOGIES

Apologies were received from Deputy Michael Cassidy, Lucy Frew, Alderman Alison Gowman, Paul Martinelli, Henrika Priest, Judith Pleasance, Deputy Gerald Pulman, John Scott and Deputy John Bennett.

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

Mr Jeremy Mayhew, Mr Tom Hoffman and Mrs Vivienne Littlechild declared general (non-pecuniary) interests in respect of agenda item 12 (City of London Festival – 2016 Grant) as they are Directors of the City of London Festival Board.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 26th May 2015 be approved.

4. **MINUTES FROM THE BENEFICES SUB COMMITTEE**

RESOLVED – That the public minutes and non-public summary of the Benefices Sub Committee held on 11 June 2015 be received.

5. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN - 2014-2015 OUTTURN REPORT**

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the Business Plan's 2014-15 outturn position. The Director was pleased to set out the Department's highlights, as below, which had positive reputational outcomes, as well as financial ones:

- The success of Tower Bridge and the glass walkways.
- Opening up of Guildhall Yard and the markets on Court of Common Council day. It was suggested that Livery Companies be approached for more suggestions.
- Shoe Lane Market and its value in the local community. Members noted that another was planned for Christmas and Staff were particularly commended for giving up their own time to support the event.
- The variety and content of lectures at the library. Members noted that these were publicised on the web, by the visitor team and at the libraries but understood that the marketing budget was limited.
- Targets for next year would be recalibrated, based on this year's achievements.
- Some Members commented about a perceived lack of awareness about on-going events, amongst Guildhall reception staff. The Chairman recommended leaving daily schedules at each desk.
- The Committee would receive the draft Cultural Strategy later in the year.

RESOLVED – That the report be noted.

6. **CULTURE, HERITAGE AND LIBRARIES - 2014-15 REVENUE OUTTURN REPORT**

The Committee received a joint report of the Chamberlain and the Director of Culture, Heritage and Libraries in respect of the 2014-15 Revenue Outturn position.

During questions, the following matters were raised/noted:

- Officers agreed to provide costings for 'pavement enticers' at Tower Bridge. Members noted that their use was balanced against the income generated.
- The Director advised that City Surveyor colleagues always consulted him in respect of the Additional Works Programme; the biggest challenges being necessary maintenance rather than planned additional works. The Chairman reminded Members of the leak in the library, which had forced some of the planned works out of sequence. Members noted that Chief Officers continued to work together in this area and understood each other's challenges and requirements.

RESOLVED – That the revenue outturn report for 2014/15 and the proposed carry forward of underspends to 2015/16 be noted.

7. **GRANT GIVING: REPORT OF CROSS-CUTTING SERVICE BASED REVIEW**

The Committee considered a report of the Deputy Town Clerk (on behalf of the Chief Officers Group), together with resolutions from the Finance and Policy and Resources Committees, which had met in May and June.

Members noted that this report had been presented to a large number of Committees throughout May and June and would be re-presented to the Policy and Resources Committee and the Court of Common Council early in the autumn.

In general, Members welcomed the report's common sense approach to the current, somewhat fragmented processes. Furthermore, it presented an opportunity to share and consolidate the City Bridge Trust's good grant giving administration across the City of London Corporation.

RESOLVED – That the Culture, Heritage and Libraries Committee take on the governance of a formal grants programme, encompassing the range of cultural/arts awards currently made by other Committees, such as the Finance Grants Sub Committee.

8. **GUILDHALL LIBRARY CENTENARY FUND**

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the Guildhall Library Centenary Fund.

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

9. **CHARITIES RISK REGISTER**

The Committee considered a joint report of the Chamberlain and the Director of Culture, Heritage and Libraries, which provided a key risk register for each of the two charities administered by the Culture, Heritage and Libraries Committee. Members noted that this report had an addendum in the non-public part of the meeting.

RESOLVED – That:

1. The two registers be confirmed as satisfactorily setting out the risks faced by each charity;
2. Appropriate measures be confirmed as being in place to mitigate those risks; and
3. The red graded risk in respect of Keats House be included on the Culture, Heritage and Libraries Committee's own risk register, to ensure regular monitoring and review during the year

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

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the Gladiator Games returning to the Guildhall Yard this summer.

Members asked whether there were plans to film this year's Games and, if so, the possibility of this being looped and screened within the Amphitheatre. The Officer advised that the 2011 Games were screened in the Museum of London's galleries.

Members challenged whether it was necessary to close access to the entire yard, if there were activities taking place? Furthermore, if events during working hours were likely to generate noise, could there be more co-ordination between Town Clerk's and Remembrancer's? Officers advised that, following noise disturbance at a Committee Meeting the previous week, a meeting was being held later today.

A Member asked about whether there were plans for further renovation/restoration of the Roman Bathhouse at Billingsgate and there was a further question as to why the Great Hall was not open during August. Officers agreed to investigate and respond to the renovation query and explained that the Great Hall was closed for bookings in August to allow for renovation and maintenance works.

RESOLVED – That, the report be noted.

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

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the Benefit in Kind to be received by Artichoke for September 2016 events. Members noted that, under the terms of the agreement, the City of London Corporation would be credited as the Founding Sponsor.

RESOLVED – That the report be noted.

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

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the 2016 Grant for the City of London Festival. During the discussion on this item, the following matters were raised/noted:

This year's Festival had record sold out performances and the exact figures would be available next week. Members noted that the cost had been reduced this year but given the event's profile and need to attract sponsorship, they accepted that it should not be scaled back too far. The Director of the City of London Festival was in attendance and reminded Members that grant giving had been cut considerably, particularly by the Arts Council for grants in London.

Members were disappointed that, following technical problems, the Bowler Hat had not been used this year but alternative sites were being considered for next year. Members suggested that officers hold a workshop over the summer recess, in order to discuss the strategic direction of the 2016 Festival and submit a further report to the September Committee.

RESOLVED – That a 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) be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee. 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.

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

The Director advised that paintings from Guildhall Art Gallery were loaned to exhibitions and not private individuals. Members noted that there were items with the City of London Crest all over the world but they might not have belonged to the City of London Corporation in the first instance.

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

The Chairman was pleased to announce that 'Conservation of the Great Parchment Book' had been shortlisted for The Pilgrim Trust Award for

Conservation, 2015. The award recognised excellence in conserving an individual or collection of cultural heritage objects.

The Lord Mayor's Autograph Book was on display for Members to view.

15. EXCLUSION OF THE PUBLIC

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

Item No.

Paragraph No.

16 – 21

3

16. NON PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 26 May 2015 be approved.

17. NON PUBLIC MINUTES FROM THE BENEFICES SUB COMMITTEE

RESOLVED – That the non-public minutes of the Benefices Sub Committee meeting held on 11 June 2015 be received.

18. CHARITIES RISK REGISTER

The Committee approved a joint report of the Chamberlain and Director of Culture, Heritage and Libraries, under agenda item 9 on the report and received a further non-public appendix.

19. TOWER BRIDGE AND THE MONUMENT 2014/15 PERFORMANCE REPORT

The Committee received a very satisfactory performance report in respect of Tower Bridge and the Monument.

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

There were no questions while the public were excluded.

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

There were no items of urgent business.

The meeting ended at 1.05 pm

Chairman

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Committee:	Date:
Culture, Heritage and Libraries Committee	23 September 2015
Subject:	Public
Culture Heritage & Libraries Business Plan 2015-2018 – Q1 Monitoring Review	
Report of:	For Information
Director of Culture, Heritage and Libraries	

Summary

This report provides the Business Plan progress which has been made in Quarter 1 (April – June 2015) against the key objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department’s Business Plan 2015-2018.

Good progress has been made against the Department’s four Key Objectives during Quarter 1, which are all rated Green. These have been summarised in Appendix A.

Appendix A also sets out performance in Quarter 1 against our key performance indicators and the relevant corporate Service Response Standards. We have met 11 of the 12 reported KPIs; these are listed in more detail on the appendix.

We have met all four reported corporate Service Response Standards with Green rated results.

The first quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from April - June for the Department of £159K (6.8%) against the overall local risk budget from April - June of £2,325K for 2015/16.

Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be under budget by £3K, for his budgets for the City Fund and City’s Cash. There will be a surplus of income of £1m, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income expected to exceed the target by 17% (£800K), at Tower Bridge and minor works projects being postponed until the next financial year (£200K).

A few highlights of the services provided by our department in Quarter 1 are also included for your information.

Service Based Review efficiencies are on track.

Current business risks (not part of the Strategic Risk Register) are highlighted for information.

Key property considerations for the department are summarised with progress made against the Capital Projects budget set out in Appendix C.

Recommendations

I recommend that your Committee notes:-

- The Quarter 1 progress shown against our Key Objectives, KPIs and corporate Service Response Standards as set out in Appendix A;
- The financial information contained in Appendix B; and
- The Capital Projects spend to date summary at Appendix C.

Main Report

Background

1. At your meeting of 26 May 2015, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2015–2018.
2. Four business plan objectives were agreed by Committee which are the same as our four overarching departmental Strategic Aims:
 - 1) To refocus our services with more community engagement and partnerships with others;
 - 2) To transform the sense of the City as a destination;
 - 3) To continue to use technology to improve customer service and increase efficiency; and

- 4) To develop the City's contribution to the life of London as a whole.
3. Good progress has been made against the Department's four Key Objectives - with Green ratings achieved. These results have been summarised in more detail in Appendix A.
 4. Performance against a range of 12 KPIs to support the objectives was also agreed and progress is shown at Appendix A. We have met or exceeded the first quarter stage of 11 of the 12 KPIs. Targets will be reviewed quarterly and revised where necessary in line with forecasted results.
 5. Performance against the four reported corporate Service Response Standards has been excellent with 100% of emails to published email addresses being responded to within 1 day (SRS C); results of 100% for responding to specific requests for information (SRS D); 92.4% of all telephone calls answered within the standard (SRS E); and only 2.5% of calls going to voicemail (SRS F). SRS C and D should be seen in the context of a very small sample.

Financial and Risk Implications

6. The first quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from April - June for the Department of £159K (6.8%) against the overall local risk budget from April - June of £2,325K for 2015/16.
7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be under budget by £3K, for his budgets for the City Fund and City's Cash, whilst there will be a surplus of income on the Bridge House Estate (Culture, Heritage and Libraries) service under his control of £1m due to income expected to exceed the target by 17% (£800K), at Tower Bridge and minor works projects being postponed until the next financial year (£200K).
8. The Service Based Review efficiencies, both income generation and savings, are on track against the overall departmental plan as agreed with Town Clerk's and Chamberlain's departments.

Detailed table at
Appendix B

	3 months to 30 June 2015			Forecast for the Year 2015/16			
	Approved Budget 2015/16	Budget Quarter 1	Actuals Quarter 1	Variance Quarter 1	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	8,083	2,021	2,049	28	8,083	8,083	0
CHL City's Cash	250	62	65	3	250	250	0
CHL Bridge House Estates *	(525)	(131)	(327)	(196)	(525)	(1,525)	(1,000)
Total Culture, Heritage and Libraries Committee	7,808	1,952	1,787	(165)	7,808	6,808	(1,000)
Total Planning and Transportation Committee	1,408	352	351	(1)	1,408	1,408	0
Total Culture, Heritage & Libraries Committee - City Surveyors	98	21	28	7	98	95	(3)
TOTAL DIRECTOR OF CULTURE, HERITAGE & LIBRARIES LOCAL RISK	9,314	2,325	2,166	(159)	9,314	8,311	(1,003)

* The reasons for the income surplus is due to income being expected to exceed targets at Tower Bridge by 17% (£800K), and the postponement of minor works to the following financial year (£200K).

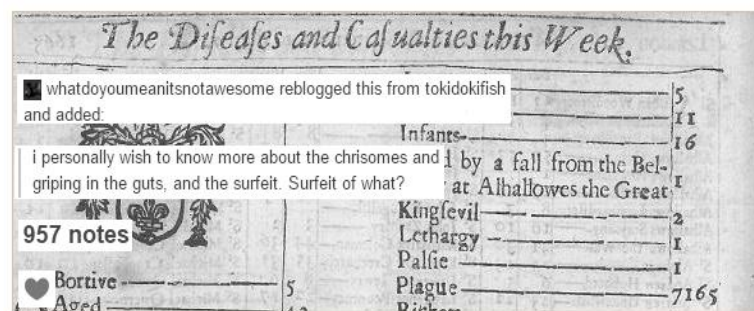
Highlights

Some of the highlights of Quarter 1 were:

- In May, **Keats House** completed a major reinterpretation project funded by Arts Council England. Hampstead resident and Keats enthusiast Nancy Dell'Olio launched the new scheme, which uses object displays, audiovisual exhibits and family interactives to engage a wider audience with Keats's life and poetry.



10. Throughout April, Barbican Library staff provided a full programme of events and activities to support **CityRead**, an annual London-wide project. To promote this year's book, *Rivers of London* by Ben Aaronovitch, enterprising library staff delivered a Punch and Judy show at the launch event; the City Guides provided an adapted river walk to tie in with the book; several City of London reading groups including the City of London Girls School, years 9/10 reading group and the LMA bookgroups read and discussed 'Rivers of London'. Ben Aaronovitch himself gave a very lively talk at Barbican Library to a sell-out audience on 15 April.
11. In May, all of our lending libraries held a **First Aid** workshop for parents in partnership with the London Ambulance Service.
12. Barbican Library staff provided a stall at the British Library's *Bodies in the Library* seminar 20th June where they promoted the Library's Classic Crime collection to the 200+ delegates.
13. Throughout May and June, the Barbican Music Library celebrated the 80th birthday year of **Elvis Presley** with a popular and very well-received exhibition about his life and work. The exhibition was publicised by a number of Elvis Presley groups on social media including Graceland, Elvis Presley's estate in Memphis, which retweeted one of the library Tweets about the exhibition to its 50,000+ followers worldwide.



14. The Information Services Section runs the [City of London Libraries Tumblr account](#) which has most recently been promoting Guildhall Library's exhibition on the plague. All promotion has been linked under one unifying tag called [the-plague-at-Guildhall-Library](#). Of all the promotion so far, [a tweet featuring an original source](#) from the exhibition was received very enthusiastically, resulting in a combination of 957 reblogs/likes, with many bloggers engaging with the post by adding their own commentary. During the promotion of the plague exhibit, 71 people followed the **Tumblr account** over the span of a month. The post is still being liked and reblogged and is likely to end up with over 1000 notes, making it our most popular post to date.

15. Following Members' approval of plans to incentivise greater public use of Guildhall Yard, the Cultural and Visitor Development Team launched the first of its monthly **lunchtime food markets** on the 23 April 2015. Additional entertainment to mark the investiture of the Chief Commoner was provided by Sir John Cass Primary School at April's market, with sunny weather in May and June delivering ever-larger crowds and record sales. The markets have proven particularly popular with City workers as well as passing visitors. Further markets are planned in July, September, October and December and will take place on the days that Court of Common Council sits.



16. On 25 June, the **Association of Leading Visitor Attractions (ALVA)** held a short conference for their London attractions in Guildhall Art Gallery. Organised by the Cultural and Visitor Development Team, the Director of Culture, Heritage and Libraries provided the welcome address; this was followed by delegates taking a tour of Guildhall Galleries before joining the throng of City workers at the Guildhall Yard lunchtime market. The Team also organised a special forum for City hotels at Apex City on 1 June at which TripAdvisor gave some handy tips on how to make the best out of the world's largest travel site.
17. From 28 March to 31 May 2015, "**Shaun in the City**" saw brightly-decorated Shaun the Sheep statues pop up in locations across central London. Following a deal brokered by the Cultural and Visitor Development Team, the majority share of Shauns were located within the City, driving audiences, particularly families, to the Square Mile. Within 24 hours of its launch, "Shaun in the City: sheep spotter app" reached the number one position in iTunes download charts and its website received over 1m page views. The huge popularity of the Shaun trail saw the City Information Centre – an official distributor of trail maps – experience its busiest April and May in three years.
18. The City Information Centre saw the opening of a new **foreign currency exchange** business at its premises in June. Delivered by No.1 Currency Exchange, the concession is set to earn the Centre £40k over the next year, with the potential to continue in following years if demand delivers an

appropriate return for the provider. This is essential income for the Centre and helps to achieve 38% of its agreed SBR savings.

19. On the 11 May 2015 at a ceremony for the [VisitEngland Awards for Excellence](#) at The Sage in Gateshead, the City Information Centre (CIC) won Gold in the category of **Visitor Information Provider**. This award puts the CIC at the forefront of information centres nationally, and recognises the hard and consistently high-quality work put in by Inma Ferrer and her team.



20. As part of a worldwide programme of events to commemorate the 800th anniversary of the sealing of **Magna Carta** in 1215, the City of London's 1297 copy of Magna Carta went back on display in the Heritage Gallery at the beginning of June until 1 October 2015. A display was erected outside the Heritage Gallery to show an illustrated timeline of Magna Carta and associated rights and liberties movements. At the same time and running until 20 September, the Cultural and Visitor Development Team in partnership with the City of London Guides, launched a free daily guided walk that tells the story of Magna Carta and the City. Driving audiences to the Heritage Gallery, the walk attracted over 250 visitors in June alone.
21. On the morning of 28 May 2015, exactly a year after LMA was awarded **Archive Service Accreditation**, staff and volunteers gathered outside the front entrance to join in the presentation of LMA's certificate by Jeff James, Chief Executive of The National Archives to Geoff Pick, LMA Director. The certificate and a plaque are now proudly displayed at LMA.



22. The arrival of photography in London in 1839 would change the way people saw their city, and each other, forever and the collections at LMA contain an extraordinary range of images, recording the capital and its people in stunning detail. The current exhibition at LMA – **Victorian Photographs in London** - presents some of the most striking images of London and Londoners from the era including the first known photograph of the capital and is proving very popular bringing in lots of new visitors. The exhibition runs from 8 May until 29 October 2015.
23. LMA is running several events associated with the exhibition. One of these was a **Family Fun Day** in June in partnership with Islington Learning and Work department – a Victorian Children’s Lives day of events which included art, music and storytelling.
24. Guildhall Library welcomed a group of Year 5 pupils from **Barham Primary School** in June, who came to view Shakespeare’s First Folio. The visit was featured in the Times Educational Supplement with several quotes from the teacher, Mr Wagstaff as well as the children. “I thought it would be really thick and dusty but the pages looked like new.” “So, I thought the writing would all be really curly and fancy. It was quite fancy, but it wasn’t that curly.”



Business Risks

25. Water leak problems encountered in the Whittington Room on the Lower Ground Floor of the libraries at Guildhall led to ceiling tiles being dislodged and water leaking in a venue used by the public. City Surveyor's Department have installed a temporary system to remove any water ingress enabling reinstatement of the ceiling and continued use of the room with little visible evidence of the water leak. Highways and their contractor removed the paving and investigated the cause of the water ingress at street level. This did not cure the problem. The City Surveyor has raised a works order for the Highways contractor to lift external paving and apply appropriate waterproofing. However, the current temporary solution installed above the suspended ceiling in the room ensures that its use can continue unaffected until the cause of the water ingress has been repaired.

26. The initial teething problems with the public library WiFi system have been resolved. The department continues to work closely with the IT Section of Chamberlain's Department to minimise IT/telephony failures across our services including the library/archive public network.

Property Considerations

27. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling between £8.191m and £13.141m, which in conjunction with The City Surveyor's Department, the City of London is investing in the future of their unique collection of historically important buildings, sites and artefacts. This expenditure aims to transform the sense of the City as a destination and enhance the visitor experience to numerous places of historic interest. A full list of Capital Projects is at Appendix C with commentary on some key projects below.

The Lord Mayor's State Coach

28. After the adoption of the Conservation Management Plan for the Lord Mayor's State Coach, a Gateway 4 report recommending the appointment of a project manager and the implementation of the first phase was prepared and approved by the Projects-Sub, RASC and P&R Committees with the exception of the pineapple roof feature, a way of marking the 800th anniversary of the Show, which was not approved. This first phase consists of the invasive investigation works needed to identify the exact amount of repair/conservation work the coach needs and priority repair works uncovered by the investigation. Once all repair/conservation works have been identified and costed, a further Gateway report will be prepared to recommend the implementation of the remaining phased programme of repair/conservation works, which will ensure that the coach is made available for the Lord Mayor's Show each year.

London Metropolitan Archives Roof Project

29. A Gateway 4 report setting out the progress of this project was approved at both Projects Sub and Culture Heritage & Libraries Committees in January 2015. Work on site is scheduled to start in January 2016 completing September 2016, subject to Member approval to commence works. The project will provide a new roofing system to all areas and will increase insulation levels in the roof, add roof 'falls' to improve drainage and replace the existing life expired roof lights with tripled layered barrel roof lights in accordance with current sustainability and environmental regulations. The estimated cost of the project is £1,382,500 (excluding risk, currently estimated at £225,000).

Tower Bridge – Car Park

30. The development of Phase 1, Horace Jones House is now effectively complete and provides 43 social housing units managed by the Community & Children's Services Department. It also provides Tower Bridge with 10 car parking spaces, a workshop, cycle bays, storage facilities, new control room and a loading bay with access from Tower Bridge Road.
31. The development of Phase 2, Bridgemaster's House is now on site and due to complete in April 2016. The project will extend and refurbish the existing operational accommodation and by glazing over the yard will provide a new restaurant as well as a wine bar in the redundant reservoir. In addition to the main works the entrance to the Engine Rooms will be relocated into the first bridge arch with a new glazed façade. Finally, the reception and retail areas in the Engine Rooms will be refurbished to a high standard in order to complement Phase 2 and increase potential tourism related revenues.

The Monument

32. The external screen and gallery lighting project of circa £105,000 continues to be in the early stages. The brief requires considerable input from the City Planning Officer and the Environmental Enhancement Team (DBE) to resolve planning and design issues. These involve integrating the screen within Skanska landscaping proposals for 11-19 Monument, which have not been finalised to date. DBE's Gateway 1/2 report has been approved with the Gateway 3 report due in September/ October 2015, seeking approval to the landscaping in 2016, in conjunction with Skanska. An 'Urban / Landscape Design Brief' has been produced by DBE, following the Working Party meetings attended also by the City Surveyor, to guide the proposals which are currently being developed. The completion is intended to coincide with the 350th anniversary of the Great Fire next year.

Strategic Implications

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

Consultees

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

Appendices

Appendix A – Progress against Key Objectives/Key Performance Indicators

Appendix B – Financial Statement

Appendix C – Capital Projects spend to date

Background Papers:

Culture Heritage & Libraries Department's Business Plan, 2015–2018.

Contacts:

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Progress against Key Objectives and Key Performance Indicators 2015-2016 – Quarter 1 (01/04/15 – 30/06/15)

Ref:	Description						Status
							R/A/G
Objective CHL1: To refocus our services with more community engagement and partnerships with others.							
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Status	
1) Remodel the City Information Centre (CIC) through restructuring, sponsorship and introduction of Foreign Exchange (FX) service	31/12/15 31/03/16 31/03/16	Restructure complete. At least 33% of sponsorship agreed. Introduce FX service.	Staff structure in place delivering £25k savings in 2015/16 FX Service installed in June 2015 generating income of £40k in 2015/16 Total saving realised in Q1 is £65k – 62% of total.			G	
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library	31/12/15 31/03/16	Reconfiguration plans for Barbican Library produced. Shoe Lane reconfigured.	Gateway 1/2 reports for each project were approved at Projects Sub (Policy & Resources Committee) on 6 May 2015. The City Surveyor is currently appointing an external consultant to plan and cost the projects.			G	
3) Investigate options for alternative models at Keats House and deliver a report with recommendations	30/09/15 31/03/16	Options identified Report delivered	Meetings held with the National Trust, and with local volunteer representative, to invite them to make proposals. Currently awaiting their response. Continuing to work with neighbours on fundraising possibilities.			G	

			London universities have been asked whether they would be interested in being involved, but have declined. House curator is scoping a brief for further consultancy work on income streams and business models.			
Ref:	Description					Status
						R/A/G
Objective CHL2: To transform the sense of the City as a destination.						
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Status
4) Achieve 6 lunchtime markets and 2 major events in Guildhall Yard	31/12/15 31/03/16	Markets and events planned and promoted Programme delivered	3 markets held in Q1 (April, May and June); further markets scheduled for July, September, October and December Gladiator Games (produced by Museum of London) confirmed as major event in Yard in August 2015 and Guildhall Library / GSMD collaboration – a Son et Lumiere in celebration of MC800 – is scheduled for September 2015			G
5) Deliver a new Cultural Strategy for the City.	31/03/16	Strategy produced and agreed.	Revised strategy drafted; awaiting comments from Chief Officer			G
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket sales/retail via this method.	31/12/15 31/03/16	Achieve 3% of retail/ticket sales online Achieve 5% of retail/ticket sales online	Project progressing to schedule with the new system to 'go live' by last week of September 2015.			G

Ref:	Description					Status
						R/A/G
Objective CHL3: Continue to use technology to improve customer service and increase efficiency.						
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Status
7) Deliver year 1 of LMA 5-year digitisation plan	31/12/15 31/03/16	Funding bid to Heritage Lottery Fund fully scoped. 600,000 images made available publicly through major commercial and other partnerships.	184,132 digital images created. Work continues with Ancestry to complete the contract novation and sign off the content addendum. Research and development work for the HLF bid is underway.			G
8) Select and implement new Library Management System	31/03/15 30/06/15 31/12/15	Tender stage reached. System/Supplier selected. System implemented.	Tender documents received from 4 suppliers. All bids were scored by the panel comprising library staff, IS staff and an external consultant. 2 shortlisted suppliers were interviewed and the contract was awarded to Sirsi Dynix. The new contract is more efficient and economical than the current one and savings will be used to improve the public IT infrastructure (see 9 below).			G
9) Renew public IT infrastructure across libraries and LMA	31/12/15	Scoping of capital project complete	Solutions were sought from Agilisys and other suppliers. A proposed solution and a report outlining the project and requesting some funds to enable the start-up has been written for Project Sub Committee, 21/7/2015			G

Ref:	Description					Status
						R/A/G
Objective CHL4: To develop the City's contribution to the life of London as a whole.						
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Status
10) Increase visits to attractions in the Square Mile by 3%, as measured by the City's Visitor Attractions Monitor (VAM)	31/03/16	Achieve a 3% increase on a baseline of 6,613,154 visits (2014/15)	<p>Quarter reports reflect calendar quarters and not fiscal year as data collection causes three month lag.</p> <p>For Q1 (Jan to Mar 2015), the VAM records a 1% increase year-on-year (Jan +3%, Feb +5% and Mar -1%); it should be noted that the real gains are made in summer through to Christmas and so the Q1 result is not a true indicator for the year.</p>			A
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	26/06/15 21/09/15	<p>Establish partnerships, working groups and appropriate links in support of the Great Fire 350</p> <p>Deliver City programme of visitor events for Magna Carta 800</p>	<p>Steering Group and Project Board established for Great Fire 350.</p> <p>All MC800 events are programmed including free guided walks from Temple to the Heritage Gallery being taken by a total of 246 visitors in June averaging 7.5 a day against a benchmark for City walking tours of 6 /day); and the Huguenots Festival (started 1 June) achieving an 88% pick</p>			G

	04/01/16	Establish collective programme and deliver campaign in support of the City's response to Shakespeare 400	up rate for brochures (benchmark for successful campaigns is 75%)			
	31/03/16	Establish supporting programme with Guildhall visitor assets for Battle of the Somme exhibition in Yard	All other planned events including No Colour Bar at Guildhall Art Gallery, Magna Crafta, and our Son et Lumiere in Guildhall Yard are programmed for Q2			
	31/03/16	Assess and agree Artichoke and City draft programme for Great Fire 350 to meet with City funding objectives				
12) Develop a 20-year plan for the location and services of LMA	31/03/16	Plan developed	Gateway 1 and 2 proposal for phase 1 of an accommodation review approved by Projects Sub in July. Project Board has been set up and begins meeting in September. Report due February 2016.			G

Rating key:

Red = between 0 – 75%

Amber = between 76 – 90%

Green = between 90 - 100% (per quarter success measure)

Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Q3 result	Q4 result	Rating
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	100%				Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	100%				Green
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	92.4%				Green
SRS F	% of calls answered by voicemail	<10%	2.5%				Green
NOTES	<ul style="list-style-type: none"> SRS A and SRS B are not applicable for Culture Heritage & Libraries Department. 						

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st April - 30th June 2015
(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 30th June 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 1 £'000	Actuals Quarter 1 £'000	Variance Quarter 1 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Culture, Heritage and Libraries (City Fund)								
Guildhall Library, Bibliographical Services & CBL	1,537	384	382	(2)	1,537	1,537	0	
Barbican and Community Libraries	1,613	403	396	(7)	1,613	1,613	0	
Artizan Street Community Centre and Library	227	57	83	26	227	227	0	
Central Management of Culture Heritage and Libraries	676	169	161	(8)	676	676	0	
Guildhall Art Gallery	363	91	113	22	363	363	0	
London Metropolitan Archives	2,011	503	489	(14)	2,011	2,011	0	
City Records Services	1,052	263	273	10	1,052	1,052	0	
Visitor Services and City Information Centre	604	151	152	1	604	604	0	
	8,083	2,021	2,049	28	8,083	8,083	0	
Culture, Heritage and Libraries (City's Cash)								
Keats House	185	46	47	1	185	185	0	
The Great Fire (Artichoke)	300	75	75	0	300	300	0	
Monument (City Cash)	(235)	(59)	(57)	2	(235)	(235)	0	
	250	62	65	3	250	250	0	
Culture, Heritage and Libraries (Bridge House Estates)								
Tower Bridge Tourism	(525)	(131)	(327)	(196)	(525)	(1,525)	(1,000)	1
	(525)	(131)	(327)	(196)	(525)	(1,525)	(1,000)	
Total Culture, Heritage and Libraries Committee	7,808	1,952	1,787	(165)	7,808	6,808	(1,000)	
Total Planning and Transportation Committee	1,408	352	351	(1)	1,408	1,408	0	
Total Culture, Heritage and Libraries Committee - City Surveyors	98	21	28	7	98	95	(3)	
TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK	9,314	2,325	2,166	(159)	9,314	8,311	(1,003)	

Notes:

- The main reason for the income surplus is due to income targets being exceeded at Tower Bridge by 22% for the first 3 months of the year. The main reasons for the £1m forecasted surplus, are due to income being targets by exceeded an expected 17% (£800K) and minor works projects being postponed until the following financial year (£200K).

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st April - 30th June 2015

Appendix B(ii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 30th June 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 1 £'000	Actuals Quarter 1 £'000	Variance Quarter 1 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Planning and Transportation (Bridge House Estates)								
Tower Bridge Operational	1,408	352	351	(1)	1,408	1,408	0	
Total Planning and Transportation Committee	1,408	352	351	(1)	1,408	1,408	0	
TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK	1,408	352	351	(1)	1,408	1,408	0	

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st April - 30th June 2015

Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 30th June 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 1 £'000	Actuals Quarter 1 £'000	Variance Quarter 1 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
City Surveyor (City Fund)								
Lower Thames Street - Roman Bath	8	2	3	1	8	7	(1)	
	8	2	3	1	8	7	(1)	
City Surveyor (City's Cash)								
Mayoralty and Shrievalty	90	19	25	6	90	88	(2)	
	90	19	25	6	90	88	(2)	
TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK	98	21	28	7	98	95	(3)	

15/06/2015
Notes:

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Capital Projects - Quarter 1, 2015-16 update

Planning Ahead - The following Culture Heritage & Libraries projects may require between £8.191m and £13.141m of capital expenditure in the next 5 years.

Brief description of potential project	Estimated cost	Expended to 30 June 2015	Indicative source of funding	Indicative timetable for project
Tower Bridge High Level Walkway Roof Coverings	£300k - 500k	£0	Bridge House Estates	Planned to complete by April 2016
Tower Bridge Engine Rooms, Reception & Gift Shop	£320k	£0	Bridge House Estates	Works now expected to be undertaken in 2016/17 following completion of the Bridgemaster's House Project
Lord Mayor's Show Historic Carriages Refurbishment(Phase 1)	£278k	£38k	City's Cash	Works to be completed between the 2015 and 2016 shows. Investigations will inform the need for further phases of works
Monument Residual Works	£108k	£2k	City's Cash	Originally planned to complete in 2013/14
Shoe Lane Library Transformation	Up to £250k	£0	City Fund	Planned for completion by 31 March 2016
Barbican Library Transformation	£250k – £5m	£0	City Fund	Planned for completion by 31 March 2016
Libraries and LMA IT and Infrastructure	£100k	£0	City Fund	Implementation to be completed by December 2015
London Metropolitan Archives Roof Renewal	£1,585k	£1k	City Fund	Planned to complete during 2016/17
London Metropolitan Archives Future Accommodation Planning	Up to £5m	£0	City Fund	Overall Programme July 2015 to February 2016, with potential to lead on to a longer substantive capital project

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Committee(s)	Dated:
Culture, Heritage and Libraries	23/09/2015
Subject: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2015	Public
Report of: The Chamberlain and the Director of Culture, Heritage and Libraries Department	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2015 for Keats House are presented in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustees Annual Report and Financial Statements be noted.

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.
2. The Trustees Annual Report and Financial Statements will be submitted to the Charity Commission within the agreed deadline of 31 January 2015.

Appendices

- Appendix 1 – Keats House Report and consolidated Financial Statements for the year ended 31 March 2015

Mark Jarvis

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KEATS HOUSE

***REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015***

Charity Number: 1053381

KEATS HOUSE
Trustee's Annual Report and Financial Statements
For the period from 1st April 2014 to 31st March 2015

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Balance Sheet	12
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KEATS HOUSE
Trustee's Annual Report and Financial Statements
For the period from 1st April 2014 to 31st March 2015

1. Reference and Administrative Details

Charity Name:	Keats House
Charity Registration Number:	1053381
Principal Address:	Guildhall, London EC2P 2EJ.
Trustee:	The Mayor, Commonalty and Citizens of London
Chief Executive:	The Town Clerk of the City of London
Treasurer:	Chamberlain of London
Solicitor:	Comptroller and City Solicitor Guildhall, London EC2P 2EJ
Bank:	Lloyds TSB Bank plc PO Box 72 Bailey Drive Gillingham Business Park Gillingham, Kent ME8 0LS
Auditors:	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB

2. Structure Governance and Management

Governing Document

Scheme of the Charity Commissioners Sealed 6 November 1996

Trustee Selection methods

The Mayor, Commonalty and Citizens of London are interpreted by various statutes to mean the Court of Common Council of the City of London Corporation. The Court annually appoints the Culture, Heritage and Libraries Committee from among its elected Aldermen and Members to govern the Charity on its behalf, taking into consideration particular expertise and knowledge.

The policies and procedures for the induction and training of trustees

The City of London Corporation provides Members (from within and outside the Corporation) with briefings and visits on various aspects of the City of London's activities, including those concerning Keats House, as it considers are necessary to enable the Members to carry out their duties effectively and efficiently.

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Organisational structure and decision making process

The Culture, Heritage and Libraries Committee governs the Charity on behalf of the City of London Corporation. The Committee is responsible to the Court of Common Council of the City of London. The terms of reference of the Culture, Heritage and Libraries Committee in relation to the Keats House charity are as follows: 'the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity'.

The Culture, Heritage and Libraries Committee conducts its business in accordance with the Standing Orders and Financial Regulations of the Court of Common Council of the City of London Corporation and with current charity law. The Standing Orders and Financial Regulations are available from the Town Clerk at the principal address.

Under the Committee's direction, Keats House is administered as part of the City of London Corporation's Culture, Heritage and Libraries Department. Legal, accounting and other administrative and technical support is provided by the relevant City of London departments.

Details of related parties and wider networks

The City of London Corporation, acting as trustee of the charity, is responsible for appointments of representatives to the Committee as noted above. The City of London employs all staff and allocates the time of its staff to the various activities it controls in accordance with the activities worked on by its staff. Please see note 12 to the Financial Statements.

Risk Management Statement

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the Charity's assets, enhance productivity for service users and members of the public and protect its employees.

In order to embed sound practice a Risk Management Group is in place to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London to further embed risk management throughout the organisation.

A key risk register has been prepared for this Charity, which has been reviewed by the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks

3. Objectives and Activities for the Public Benefit

The Charity's origin

In 1921, a body called the Keats Memorial House Committee appealed to the public for funds to purchase the property and archive from the then private owners to save it from being destroyed or dissipated, and in order to preserve John Keats' former home in which most of the poet's finest work was written. The public appeal was successful, and the

KEATS HOUSE

Trustee's Annual Report and Financial Statements

property was acquired and vested in the then Corporation of Hampstead “as a permanent trust to be restored and equipped with relics of the poet and to be maintained in perpetuity as a Keats Museum and a live memorial to his genius, a shrine of pilgrimage for his world wide admirers and a literary meeting place and centre”. Camden Borough Council became the successors of the former Corporation of Hampstead on 1 April 1965, pursuant to the London Government Act 1963.

Keats House was registered as a charity in March 1996. The City of London Corporation acquired ownership of the land and buildings and responsibility for the administration and management of Keats House with effect from 1 January 1997. The object of the Charity is ‘to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre’.

The Charity shall first defray out of the income of the Charity the cost of maintaining the property (including the repair and insurance of any buildings thereon) and all other charges and outgoings payable in respect thereof and all the proper costs, charges and expenses of and incidental to the administration and management of the Charity.

Explanation of Aims and objectives for the year including the changes or differences it seeks to make through its activities

The Trustees have due regard to the Charity Commission’s public benefit guidance when setting objectives and planning activities.

The vision for Keats House is as laid down in its Object above and the philosophy that underpins that vision is rooted in the mission statement and strategic aims of the City’s Culture, Heritage and Libraries Department within which it is managed.

The mission statement of the Department is ‘to educate, entertain and inform, through discovery of our amazing range of resources’:

The strategic aims are:

- to refocus our services with more community engagement and partnership with others
- to transform the sense of the City as a destination
- to continue to use technology to improve customer service and increase efficiency

The specific objectives for the year are detailed below under Plans for Future Periods.

4. Achievements and Performance

During 2014-15 Keats House has undergone a significant project to enhance the visitor experience, with the aim of developing new audiences.

Key targets for 2014-15 and review of achievement

1. *To enhance the Keats House interpretation in line with best practice to enable all visitors to enjoy a world-class visitor experience*

Keats House was successful in obtaining funding from Arts Council England to re-interpret the house and improve the visitor experience. The work was completed in March 2015. The new interpretation scheme benefits from the following:

KEATS HOUSE

Trustee's Annual Report and Financial Statements

- New showcases, enabling regularly-changing displays of objects from the Keats House collection
- Interpretation and text throughout the house which tells the story of Keats, his life and his poetry
- Audio-visual exhibits, including an introductory film and an opportunity to listen to Keats's poetry being read aloud.
- Family-friendly interactive exhibits
- Improvements to the decoration, set dressing and atmosphere of the house to create more of an immersive atmosphere for visitors

A formal launch for the new displays is planned for May 2015 to coincide with the Keats Festival.

2. *To develop usage of Keats House and Ten Keats Grove by delivering and promoting events and activities in partnership with others*

During 2014/15 Keats House held 104 public events in partnership with a wide range of organisations. These engaged over 4000 people.

A particular highlight was the Keats House Poets Present... project which aimed to engage young people with poetry through workshops and open mic performances. Funded by Arts Council England this engaged over 600 people of a wide range of ages, including a high proportion of younger people.

3. *To deliver a learning programme which promotes literature and creativity for schools, colleges, universities and families*

Keats House received 1342 school and sixth form visitors during the year. These included a number of schools who have never been to Keats House before, who visited as part of the Modern Myths programme funded by the Clore Foundation.

Keats House also received funding from Share Academy to develop a partnership with University College London English department. This resulted in three highly popular public events, as well as workshops for university students and schoolchildren.

The monthly Family Day series continues to be effective in attracting a new family audience to Keats House.

4. *To increase our earned income through venue hire, retail and fundraising.*

Profit from the sale of books and souvenirs has increased during 2014/15 from £5,576 (2013/14) to £8,221 (2014/15).

Keats House has also commissioned new merchandise based on our visual identity which we will be selling from April 2015.

Venue hire is now being promoted on the website and has generated £11,900 in income over the year.

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Fundraising with local neighbours has raised £8,500 through a new patrons and members scheme.

5. Financial Review

Review of financial position

Total resources expended for the year were £455,583 (2013/14: £335,979) and total income was £455,627 (2013/14: £342,103) of which the City of London Corporation contributed £262,442 (2013/14: £261,751). The fund balance of £200,978 represents the unspent balance of an unconditional bequest (including accrued interest), profit on trading income and unspent admissions income and donations (2013/14: £200,934).

Going Concern

The Trustee considers the Trust Fund to be a going concern. Please see note 1(b) to the Financial Statements.

Reserves Policy

The Trust owns the land and premises and the Charity has no underlying fixed assets. The annual deficit of the Charity is funded by the City of London Corporation's City's Cash. The only reserve held by the Charity is the net current assets carried forward from one year to the next as unrestricted funds. A reserves policy is therefore inappropriate.

Investment Policy

The Charity has no underlying supporting funds (other than as noted above) or investments. Consequently an investment policy is inappropriate.

6. Plans for Future Periods

The key targets for 2015/16, which all focus on delivering public benefit, are:

1. To develop the audience for Keats House by promoting our improved public offer through PR, marketing and outreach.
2. To continue to develop usage of Keats House and Ten Keats Grove by delivering events and education programmes in partnership with others.
3. To increase income through developing our retail and private hire offers and through fundraising.
4. To research alternative models for running Keats House with significantly less subsidy from the City of London Corporation.
5. To increase access to the Keats House collection through changing displays and online.

KPIs for 2015/16

1. To increase the number of visitors to the house and garden by 10%. House: 20,350; Total including garden: 28,600.
2. To achieve high overall visitor satisfaction rate of good or very good based on responses to the annual visitor survey. Target >95%

KEATS HOUSE
Trustee's Annual Report and Financial Statements

7. The Financial Statements

These consist of the following and include comparative figures for the previous year.

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the Trust.
- **Balance Sheet** setting out the assets, liabilities and funds of the Trust.
- **Notes to the Financial Statements** explaining the accounting policies adopted and explanations of information contained in the financial statements.

Under Financial Reporting Standard 1, the trust is not required to produce a cash flow statement.

The financial statements have been prepared in accordance with statutory requirements and the Statement of Recommended Practice *Accounting and Reporting by Charities (Revised 2005)*. The Trustee confirms that the Trust's assets are available and adequate to fulfil the obligations of the Trust.

8. Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. It is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

9. Statement as to Disclosure of Information to Auditors

The Trustees have taken all the necessary steps to make us aware, as Trustees, of any relevant audit information and to establish that the auditors are aware of that information.

As far as the Trustees are aware, there is no relevant audit information of which the Charity's auditors are unaware.

10. Adoption of the Annual Report and financial statements

Adopted and signed for and on behalf of the Trustee.

Roger A.H. Chadwick
Chairman of Finance Committee

Jeremy Paul Mayhew MA MBA
Deputy Chairman of Finance Committee

Guildhall
London
21 July 2015

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Independent Auditor's Report to the Trustees of Keats House

We have audited the financial statements of Keats House for the year ended 31 March 2015 which are set out on pages 11 to 20. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 2 to 8, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 145 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2015 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Independent Auditor's Report to the Trustees of Keats House (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP
Statutory Auditor

150 Aldersgate Street
London
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Statement of Financial Activities
For the year ended 31 March 2015

	Notes	2014/15 Unrestricted Funds £	2014/15 Restricted Funds £	2014/15 Total Funds £	2013/14 Total Funds £
Incoming resources	3				
Incoming resources from generated funds					
Voluntary income		362,633		362,633	263,441
Interest receivable		44		44	64
Incoming resources from charitable activity		92,950		92,950	78,598
Total incoming resources		455,627		455,627	342,103
Resources expended	4				
Costs of Generating Funds					
Fundraising trading: costs of goods sold		9,909		9,909	10,252
Charitable activities		445,674		445,674	325,727
Total resources expended		455,583		455,583	335,979
Net incoming/(outgoing) resources before transfers		44		44	6,124
Net incoming/(outgoing) resources for the year and net movement in funds					
Funds brought forward		100,934	100,000	200,934	194,810
Funds carried forward		100,978	100,000	200,978	200,934

There are no recognised gains or losses other than as shown in the statement of financial activities above.

All incoming resources and resources expended derive from continuing activities.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Balance Sheet
as at 31 March 2015

	Notes	2015 £	2014 £
Heritage assets	7	100,000	100,000
Current assets			
Stock	8	11,081	11,323
Debtors	9	24,645	21,560
Cash at Bank and in Hand		119,286	87,292
		255,012	220,175
Liabilities:			
Creditors:			
Amounts falling due within one year	10	(54,034)	(19,241)
Net Assets		200,978	200,934
The funds of the charity:			
Unrestricted income funds		100,978	100,934
Heritage Valuation		100,000	100,000
Total charity funds		200,978	200,934

The notes on pages 13 to 20 form part of these financial statements.

Approved and signed for and on behalf of the Trustees.

Dr Peter Kane
Chamberlain of London
21 July 2015

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Notes to the Financial Statements

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) ***Basis of Preparation***

The financial statements have been prepared in accordance with the Charities Act 2011 and Statement of Recommended Practice *Accounting and Reporting by Charities (Revised 2005)* and under the historical cost accounting rules, and in accordance with applicable accounting standards.

Activity is accounted for in the year that it takes place on an accruals basis, not simply when cash payments are made or received. In particular:

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

(b) ***Going Concern***

The Trustees consider that the charity will continue to function as a going concern for the foreseeable future as the charity is operated as part of the City of London Corporation's City's Cash and the City of London Corporation is committed to fund the ongoing operational costs of the charity.

(c) ***Heritage Assets***

A heritage asset is an item that has value because of its contribution to a nation's society, knowledge and/or culture. The Keats Love Letter is considered to be a heritage asset and is included in these accounts at its cost amount. This letter is on the City of London Corporations Fine Arts Insurance Policy which covers a number of the Corporations Fine Art Work. The letter was purchased at auction in March 2011 and is valued at cost on the Balance Sheet. The letter is kept at London Metropolitan Archives.

Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

In accordance with the Trust Deed two buildings and the land were transferred at no cost to the ownership of the Trust on 1st January 1997. The buildings comprise the Grade 1 listed Keats House itself valued at £775,380 (for insurance purposes) and a 1930s building called the Heath Library valued at £934,851 (for insurance purposes). This latter building is now used by cultural and community

KEATS HOUSE

Trustee's Annual Report and Financial Statements

groups, primarily the Keats Community Library Phoenix Group, with one room set aside to be used in compliance with the objectives of the Keats House Charity.

(d) ***Other Tangible Fixed Assets***

The acquisition of minor capital items such as furniture and office equipment below a cost of £50,000 are charged to revenue in the year purchased.

(e) ***Stocks***

Stocks are valued at the lower of cost or net realisable value.

(f) ***Pension Costs***

The City of London's Pension Scheme is a funded defined benefits scheme. City of London Corporation staff are eligible for membership of the pension scheme and may be employed in relation to the activities of any of the Corporation's three main funds, or any combination of them (i.e. City Fund, City's Cash and Bridge House Estates).

Following the statutory triennial valuation of the pension fund as at 31st March 2013, completed by independent consulting actuaries, an employer's contribution rate of 17.5% has been applied for 2014/15, 2015/16 and 2016/17.

In 2014/15, employer's contributions to the scheme for staff engaged on City's Cash activities was £9.1m (2013/14 £8.6m). There are no outstanding or pre-paid contributions at the balance sheet date.

The deficit of the scheme at 31 March 2015 is £517m (2013/14 £401m) as calculated in accordance with FRS17 disclosures.

(g) ***Fund Accounting***

The charity has two funds – the unrestricted and restricted income funds. The unrestricted fund comprises an unconditional bequest and a number of unrestricted donations that have been carried forward to assist towards future development costs. The restricted fund comprises of the value of the Keats Love Letter. The City of London Corporation is committed to fund the ongoing operational costs of the charity.

(h) ***Cash Flow Statement***

The Trust has taken advantage of the exemption in Financial Reporting Standard 1 (Revised) from the requirement to produce a cash flow statement on the grounds that it is a small entity.

(i) ***Governance Costs***

The nature of costs allocated to Governance are detailed in note 5.

2. Tax Status of the Charity

As a registered charity Keats House is exempt from direct taxation on its charitable activities.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

3. Incoming Resources

Income resources are derived from the following activities:

	2014/15 Unrestricted Funds £	2013/14 Total Funds £
Incoming resources from generated funds		
Voluntary income		
City of London Corporation funding	262,442	261,751
Contributions/grants	99,640	1,094
Donations	551	596
Total voluntary income	362,633	263,441
Investment income	44	64
Incoming resources from charitable activities		
Sales of souvenirs and books	18,130	15,828
Admission charges	30,344	34,110
Charges for services	44,476	28,660
Total incoming resources from charitable activities	92,950	78,598
Total incoming resources	455,627	342,103

Contributions/grants

The higher income in 2014/15 was due to the receipt of grants from Arts Council England of £86,000, Share Academy of £5,000, Geffrye Museum of £5,000 and Museum of London Docklands £2,000.

Donations

The total amount received of £551 comprises sums deposited in the two collections boxes and other unsolicited sums received. (2013/14: £596)

Sale of Souvenirs and Books

The income represents sales of relatively inexpensive souvenirs such as pens, postcards and specialist books.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Charges for Services

Charges for services are comprised as follows:

	2014/15 £	2013/14 £
Keats Community Library	23,516	24,755
Private Hire of Keats House	11,896	-
Public Events	8,395	-
Filming	13	-
Photography Charges	656	3,905
Total	44,476	28,660

Keats Community Library provide a community library service from the building and reimburse the running costs.

4. Resources Expended

Resources expended are analysed as follows:

	Activities undertaken directly £	Support costs £	Total 2014/15 £	Total 2013/14 £
Costs of generating funds				
Fundraising trading	9,909	-	9,909	10,252
Charitable activities	415,416	30,258	445,674	325,727
Total	425,325	30,258	455,583	335,979

Fundraising trading costs relate mainly to the purchase of stock for sale.

Charitable activities includes the direct employee costs, premises, travel, equipment purchases and other supplies and services involved in running Keats House.

5. Support costs

The cost of administration which includes the salaries and associated cost of officers, together with premises and office expenses is allocated by the City of London Corporation to the activities under its control, including Keats House, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff including surveyors and external consultants.

Support costs are analysed by activity as follows:

Support costs	Charitable activities £	2014/15 Total £	2013/14 Total £
Chamberlain	21,259	21,259	20,837
Comptroller and City Solicitor	1,513	1,513	5,092
Surveyors	-	-	2,352
Miscellaneous	7,486	7,486	1,421
Total	30,258	30,258	29,702

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Chamberlain	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
Comptroller and City Solicitor	Property, litigation, contracts, public law and administration of commercial rents and corporation records.
City Surveyor	Advice on historic buildings, energy conservation, repairs and maintenance and improvement programmes.
Miscellaneous	Various services including corporate training, staff canteen, various premises costs (including Members Committee Rooms) and corporate printing.

6. Staff numbers and costs

Trustees are unpaid and do not receive any out of pocket expenses. Officers employed by the City of London Corporation work on a number of the City of London's activities. The cost of these staff is charged to Keats House and other City of London activities on the basis described in note 5 above. The whole time equivalent number of staff charged directly to Keats House is 5.4 (2013/14: 4.6). There were no members of staff charged wholly to the Trust whose remuneration exceeded £60,000 (2014 Nil). There are no members of staff charged partly to the Trust whose total remuneration exceeded £60,000 (2013/14 Nil). Staff were charged wholly to the charity whose remuneration fell in the following bands:

Employees who earn less than £60,000 per annum						
	No. of employees	Band	Gross Pay	Employer's National Insurance	Employer's Pension Contribution	Total
		£	£	£	£	£
Charitable activities	5.4	< 60,000	169,599	12,735	27,612	209,946

7. Heritage Assets

Keats House holds a collection of Keats related materials the majority of which is not recognised in the Balance Sheet as cost information is not readily available and the Trustees believe the benefits of obtaining valuations for these items would not justify the costs. The exception to this is the Keats Love letter which is valued at £100,000. The asset was purchased at auction in March 2011 and has not been revalued since. The City of London Corporation instructed their Insurers to note this letter on 7 June 2011. A schedule of individual items is not kept, but the letter is stored at London Metropolitan Archives as part of the overall Keats Collection. The total value for the whole Collection is £1,400,000.

At 31 March 2015 the net book value of heritage assets relating to direct charitable purposes amounts to £100,000 (31 March 2014 £100,000) as set out below.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

	2012	2013	2014	2015
	£	£	£	£
<u>Cost</u>				
At 1 April	100,000	100,000	100,000	100,000
Additions	-	-	-	-
At 31 March	100,000	100,000	100,000	100,000
<u>Depreciation</u>				
At 1 April	-	-	-	-
Charge for year	-	-	-	-
At 31 March	-	-	-	-
<u>Net book value</u>				
At 31 March	100,000	100,000	100,000	100,000
At 31 March	100,000	100,000	100,000	100,000

8. Stock

The value of stock at 31 March 2015 was £11,081 (2014: £11,323) and is constructed of: Souvenirs (£9,362) and Books (£1,719).

9. Debtors

Debtors consist of :-

	2015	2014
	£	£
Sundry Debtors	3,317	2,112
Payments in Advance	2,250	2,110
Value Added Tax	7,122	-
Other Debtors	11,956	17,338
Total	24,645	21,560

10. Creditors

Creditors consist of :-

	2015	2014
	£	£
Sundry Creditors	(42,290)	(1,810)
Other Creditors	(11,744)	(10,431)
Receipts in Advance	-	(7,000)
Total	(54,034)	(19,241)

KEATS HOUSE

Trustee's Annual Report and Financial Statements

The main reason for the increase in Sundry Creditors was due to a large number of utility accruals that needed to be put through, (£23,000), a listed creditor for audio visual equipment to Kingdom London (£19,300) and a listed creditor for exhibition works to Easytiger (£19,000).

11. Contingent Liabilities

No contingent liabilities have been identified.

12. Related Parties

The following disclosures are made in recognition of the principles underlying Financial Reporting Standard 8 concerning related party transactions.

The City of London Corporation provides management, surveying and administrative services for the Trust. The costs incurred by the City of London Corporation in providing these services are charged to the Trust. The cost of these services is set out in the Statement of Financial Activities under 'Resources expended' and an explanation of these services is set out in note 5 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable Trusts. These Trusts do not undertake transactions with Keats House. A charity which the City of London Corporation of London was formerly a Trustee of; the Keats Foundation (charity number 1147589), became an independent charity during the 2014/15. A total payment of £17,663 was paid over to the Keats Foundation by the City of London Corporation in respect of their total funds held by the City of London Corporation. This amount was paid from Keats Foundations' Reserves (£16,663) and a goodwill gesture of £1,000, made up from Culture Heritage Libraries (£500) and Chamberlains (£500). With the gaining of independence, administrative support was no longer necessary from Keats House Charity staff.

A full list of these Trusts is available on application to the Chamberlain of the City of London.

Members of the City of London Corporation responsible for managing the Trust are required to comply with provisions of the Local Government and Housing Act 1989 and the City of London Corporation's guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation's code of conduct
- a register of interests is maintained
- pecuniary and non-pecuniary interests are declared during meetings
- members do not participate in decisions where they have an interest

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests.

In this way, as a matter of policy and procedure, the City of London Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members' and

KEATS HOUSE
Trustee's Annual Report and Financial Statements

officers' interests, which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

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Committee(s)	Dated:
Culture, Heritage and Libraries	23/09/2015
Subject: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2015	Public
Report of: The Chamberlain and the Director of Culture, Heritage and Libraries Department	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2015 for Guildhall Library Centenary Fund are presented in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustees Annual Report and Financial Statements be noted.

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP.
2. The Trustees Annual Report and Financial Statements will be submitted to the Charity Commission within the agreed deadline of 31 January 2015.

Appendices

- Appendix 1 – Guildhall Library Centenary Fund Report and consolidated Financial Statements for the year ended 31 March 2015

Mark Jarvis

Head of Finance – Financial Services Division, Citizen Services

T: 020 7332 1221

E: mark.jarvis@cityoflondon.gov.uk

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***GUILDHALL LIBRARY CENTENARY FUND
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015***

Charity Number: 206950

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report and Financial Statements for the year ended 31 March 2015

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Balance Sheet	10
Notes to the Financial Statements	11-14

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report for the year ended 31 March 2015

1. Reference and Administration Details

Charity Name	Guildhall Library Centenary Fund
Registered Charity Number:	206950
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	Town Clerk of the City of London Corporation
Treasurer:	Chamberlain of London
Solicitor:	Comptroller and City Solicitor
Banker:	Lloyds TSB Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Investment Managers:	Artemis Fund Managers Limited
Auditor:	Moore Stephens LLP 150 Aldersgate Street London, EC1A 4AB

2. Structure, Governance and Management

The Governing Documents and constitution of the charity

The governing document is the Trust deed dated 7 March 1929 which was amended on 9 June 2011. Under the powers of the Charities Act 2011 this amendment has taken into account the City of London Corporations Charities Review where the assets of the English Philological Endowment Fund (Charity number 306000) and the Alderman Sir Samuel Wilson Charity (unregistered) were transferred to the Guildhall Library Centenary Fund.

Trustee selection methods

The Culture, Heritage and Libraries Committee of the City of London Corporation administers the Trust on behalf of the Trustee. This committee comprises Aldermen and Common Councilmen elected to the City of London Corporation who are appointed to this committee in accordance with the usual procedures of committee membership of the City of London Corporation.

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

2. Structure, Governance and Management (continued)

Policies and Procedures for the Induction and Training of Trustees

The City of London Corporation makes such seminars and briefings available to its Members as it considers are necessary to enable the Members to efficiently carry out their duties. Such events relate to various aspects of the City's activities, including those concerning Guildhall Library Centenary Fund.

Organisational structure and decision making process

The charity is administered under the governance rules applying to the City of London Corporation and its governance and administration is in accordance with the Standing Orders and Financial Regulations of the City of London Corporation.

These regulations are available from the Town Clerk of the City of London at the principal address.

Related Parties

Details of any related party transactions are disclosed in note 10 to the Financial Statements.

Risk identification

The Trustee is committed to a programme of risk management as an element of their strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation.

A key risk register has been prepared for this charity and has been reviewed by the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

3. Objectives and Activities for the public benefit

To advance the education and training of the public, in particular but not exclusively by the provision of library, archives, museum and gallery services.

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

Achievements and Performance

Key Targets for 2014/15 and review of achievement

The key target for 2014/15 is to continue to advance the education and training of the public in the provision of library, archive, museum and gallery services.

Achievements and performance – no suitable opportunities for spending the relatively small amount of money currently sitting in the fund were identified in 2014/15.

4. Financial Review

Review of financial position

The income from investments during the year was £610 (2013/14: £610), and there was a £500 donation received from Lloyd Rehman & Co (2013/14: £nil). In 2014/15 there was no expenditure (2013/14: £nil). The unrestricted income fund at the year-end had a balance of £8,766 (2013/14: £7,656) which will be expended if there are requirements to advance the education and training of the public in the provision of library, archive, museum and gallery services.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index). In addition the performance of the Fund is also measured against its peer group using the WM Charity Universe (ex-property).

As at 31 March 2015 the fund achieved a return of 10.5% compared to the FTSE All Share Index return of 6.6%. The WM Charity Universe return was 12.3% and the fund slightly underperformed this by 1.8%.

Reserves Policy

The Reserves Policy is to maintain the permanent endowment of the charity in investments in the Charities Pool administered by the City of London Corporation and use the investment income in accordance with the objectives of the charity. The Trustee has the discretion to distribute the permanent endowment as grants should they deem this appropriate. The unrestricted reserve is accumulated to provide funds to advance the education and training of the public, in particular but not exclusively by the provision of library, archives, museum and gallery services.

Principal Funding Sources and explanation of how expenditure meets the charity's objectives

The principal funding source is from investments held with the City of London Corporation's Charities Pool.

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

Investment Policy

The charity's investments are held in units of the City of London Charities Pool. The investment policy of the Charities Pool is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool are available from the Chamberlain of London.

Going Concern

The Trustee considers the Trust Fund to be a going concern. Please see note 1(b) to the Financial Statements.

5. Plans for Future Periods

The Charity in its current form is a merger of 3 very small charities following a review of these within the City Corporation. Other priorities have prevented the developing of the Charity into a more effective support stream for education and training as per the stated objectives, but this will be addressed in the year ahead when a plan for its future use will be established.

6. The Financial Statements

These consist of the following and include comparative figures for the previous year:

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the Fund.
- **Balance Sheet** setting out the assets, liabilities and funds of the Fund.
- **Notes to the Financial Statements** explaining the accounting policies adopted and explanations of information contained in the financial statements.

The financial statements have been prepared in accordance with statutory requirements and the Statement of Recommended Practice *Accounting and Reporting by Charities (Revised 2005)*.

7. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enables the Trustee to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and provisions of the trust deed. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

8. Adopted and signed for on behalf of the Trustee on 21 July 2015.

R.A.H. Chadwick
Chairman of Finance Committee
Guildhall, London

Jeremy Mayhew MA MBA
Deputy Chairman of
Finance Committee

GUILDHALL LIBRARY CENTENARY FUND

Independent Auditor's Report to the Trustees of Guildhall Library Centenary Fund

We have audited the financial statements of Guildhall Library Centenary Fund for the year ended 31 March 2015 which are set out on pages 9 to 14. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 2 to 6, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 145 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2015 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

GUILDHALL LIBRARY CENTENARY FUND

Independent Auditor's Report to the Trustees of Guildhall Library Centenary Fund (continued)

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP
Statutory Auditor

150 Aldersgate Street
London
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

GUILDHALL LIBRARY CENTENARY FUND

GUILDHALL LIBRARY CENTENARY FUND

Statement of Financial Activities for the year ended 31 March 2015

	Notes	Unrestricted Fund £	Endowment Fund £	Total 2014/15 £	Total 2013/14 £
Incoming resources					
Donations	3	500	-	500	-
Investment income					
Managed investment income	3	541	-	541	539
Interest receivable	3	69	-	69	71
Total incoming resources		<u>1,110</u>	<u>-</u>	<u>1,110</u>	<u>610</u>
Net incoming resources before other recognised gains		<u>1,110</u>	<u>-</u>	<u>1,110</u>	<u>610</u>
Other recognised gains					
Net gains on investment assets	7	-	884	884	938
Net movement in funds		<u>1,110</u>	<u>884</u>	<u>1,994</u>	<u>1,548</u>
Reconciliation of funds					
Total funds brought forward	9	7,656	13,728	21,384	19,836
Total funds carried forward	9	<u><u>8,766</u></u>	<u><u>14,612</u></u>	<u><u>23,378</u></u>	<u><u>21,384</u></u>

There are no recognised gains or losses other than as shown in the statement of financial activities above.

All incoming resources and resources expended derive from continuing activities.

GUILDHALL LIBRARY CENTENARY FUND

GUILDHALL LIBRARY CENTENARY FUND

Balance Sheet as at 31 March 2015

	Notes	2015 £	2014 £
Fixed Assets			
Investments – 1,769 Charities Pool Units	7	14,612	13,728
Current Assets			
Cash at bank and in hand		8,766	7,656
Net Assets		<u>23,378</u>	<u>21,384</u>
The funds of the charity:			
Endowment fund	9	14,612	13,728
Unrestricted fund	9	8,766	7,656
Total Funds		<u>23,378</u>	<u>21,384</u>

Approved and signed for and on behalf of the Trustee.

The notes at pages 11 to 14 form a part of these financial statements.

Dr Peter Kane
Chamberlain of London
21 July 2015

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2015

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) *Basis of Preparation*

The financial statements have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities (Revised 2005)* and under the historical cost accounting rules modified to include the revaluation of investments, and in accordance with applicable United Kingdom accounting standards.

Activity is accounted for in the year that it takes place on an accruals basis, not simply when cash payments are made or received. In particular:

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

(b) *Going Concern*

The Trust is considered a going concern for the foreseeable future as the Trustee has due regard to maintaining the capital base and only the investment income is generally used in furtherance of the objectives of the Trust. The majority of the Charity's income is from investments in the Charities Pool administered by the City of London Corporation. The investment policy is set out in Section 4 of the annual report.

(c) *Investments*

Investments are pooled with those owned by other small City of London charities. Underlying Listed Company investments are valued at The Stock Exchange Trading System price at 31 March 2015. Other investments are valued annually at the middle market price at the close of business on 31 March 2015. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

The unrealised gain on investments at the balance sheet date is included in the Fund's funds.

The net gain on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2014 and 31 March 2015.

(d) *Investment Income*

Investment income consists of dividends and interest received and receivable.

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2015 (continued)

(e) *Fund Accounting*

The funds of the charity consist of a permanent endowment fund and an unrestricted income fund. The endowment fund holds the original endowment of the charity which is invested and shown at market value, whilst the unrestricted income fund contains any unspent annual income carried forward for use in future years.

(f) *Cash Flow Statement*

The Trust has taken advantage of the exemption in Financial Reporting Standard 1 (Revised) from the requirement to produce a cash flow statement on the grounds that it is a small entity.

2. Tax Status of the Charity

The Guildhall Library Centenary Fund is a registered charity and as such its income and gains are exempt from income tax to the extent that they are applied to its charitable purposes.

3. Incoming Resources

Income on investments for the year amounted to £610 (2013/14 £610). In addition there was a £500 donation received from Lloyd Rehman & Co (2013/14 nil).

4. Resources Expended

There was no expenditure incurred during the year as there were no opportunities to advance the education and training of the public.

5. Support and Governance Costs

Staff numbers and costs

The charity does not employ any staff. Officers of the City of London Corporation provide administrative assistance to the charity when required, but this is not considered material and is not separately calculated by the City of London Corporation. It is consequently not possible to quantify this assistance in the Statement of Financial Activities.

Auditor's remuneration and fees for external financial services

The City of London's external auditor audits this charity as one of the numerous charities administered by the City of London Corporation. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Fund during the year or in the previous year.

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2015 (continued)

6. Other Items of Expenditure

Trustee's expenses

Members of the City of London Corporation acting on behalf of the Trustee received no remuneration or reimbursement of expenses during the current or previous years.

7. Investment Assets

The value and cost of investments comprises:

	Endowment Fund	
	2015	2014
	£	£
Market Value 1 April	13,728	12,790
Net investment gain	884	938
Market value 31 March	14,612	13,728
Cost 31 March	1,769	1,769
Number of Charities Pool (Units)	1,769	1,769

The table below highlights the amount of investments held within the UK and overseas:

	2015	2014
	£	£
Equities		
UK	11,485	10,213
Overseas	2,177	2,635
Bonds - UK	365	384
Pooled Units - UK	468	178
Cash held by Fund Manager	117	318
Total Funds	14,612	13,728

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index). In addition the performance of the Fund is also measured against its peer group using the WM Charity Universe (ex-property).

As at 31 March 2015 the fund achieved a return of 10.5% compared to the FTSE All Share Index return of 6.6%. The WM Charity Universe return was 12.3% and the fund slightly underperformed this by 1.8%.

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2015 (continued)

8. Analysis of Net Assets by Fund at 31 March 2015

	Unrestricted Funds	Endowment	Total	Total
	General	Fund	2015	2014
	£	£	£	£
Fixed Assets				
Investments	-	14,612	14,612	13,728
Total Fixed Assets	-	14,612	14,612	13,728
Current Assets	8,766	-	8,766	7,656
Total Net Assets	8,766	14,612	23,378	21,384

9. Movement of Funds during the year to 31 March 2015

	Balance at 1 April 2014	Net Incoming Resources	Revaluation of Investments	Balance at 31 March 2015
	£	£	£	£
Permanent Endowment Unrestricted Funds	13,728	-	884	14,612
General	7,656	1,110		8,766
Total Funds	21,384	1,110	884	23,378

Notes to the funds-

Capital Fund - Permanent Endowment

This fund represents the original endowment invested and shown at current market value.

Income Fund –Unrestricted

This fund comprises the accumulation of revenue surpluses pending use of the fund by the Guildhall Librarian.

10. Details of related parties and wider networks

The following disclosures are made in recognition of the principles underlying Financial Reporting Standard 8 concerning related party transactions.

The City of London Corporation is also the Trustee of a number of other Charitable Trusts. With the exception of the City of London Charities Pool, these Trusts do not undertake transactions with the Guildhall Library Centenary Fund.

A full list of these Trusts is available on application to the Chamberlain of London.

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Committee(s):	Date(s):
Culture, Heritage and Libraries Committee - For decision	23 September 2015
Policy & Resources Committee - For decision	19 October 2015
Subject: Request for a budget uplift to finance the City's Platinum Membership of London and Partners	Public
Report of: Director of Culture, Heritage and Libraries	For Decision

Summary

In 2013, your Policy and Resources Committee approved funding over three years for a Platinum Membership of London & Partners. The Membership is set to expire in April 2016 and a new proposal to extend the contract for a further three years at £25K p.a. has been received.

Benefits of membership include promotion of our business venues, leisure and cultural offer, and are relevant to a number of departments. Looking ahead, with forthcoming initiatives to promote such as the Cultural Hub, Great Fire 350 commemoration and the Aldgate Arts, Events and Play Programme, on-going membership of L&P is highly desirable.

In the light of the requirement for on-going savings and continuing budget pressures, I am not able to meet the full cost of the annual membership from my local risk budget. A budget uplift of £20K p.a. from 2016/17 is therefore sought, ringfenced for this purpose, on the understanding that the remaining £5,000 p.a. is found from my local risk budget.

Recommendation(s)

Members are asked to approve a permanent budget uplift of £20,000 from 2016/17 for CHL Cultural and Visitor Development for the specific purpose of retaining the City of London's Platinum Membership of London and Partners.

Main Report

Background

1. In February 2013, your Policy and Resources Committee approved a total sum of £75,000 over three years to fund a Platinum Membership of London and Partners (L&P), to be taken annually from its Policy Initiatives Fund and charged to City's Cash in three equal instalments of £25,000.
2. The Membership is set to expire in April 2016 and a new proposal to extend the contract for a further three years has been received from L&P. Two

options have been outlined. One for a £12,500 per annum Gold Membership and one for the same £25,000 cost per annum delivering the full Platinum-level benefits.

3. London & Partners (L&P) is *the* official promotional organisation for London. Created in April 2011, it is a not-for-profit public private partnership, funded by the Mayor of London and a network of commercial partners, which seeks to grow the capital's markets in tourism, foreign direct investment (FDI) and study. As such, it delivers campaigns and activities that target overseas and domestic leisure and business visitors, the international events industry, new businesses looking to set up or expand in London and international students.
4. In 2012, the Chairman of your Policy and Resources Committee became a member of the L&P Board as part of representational arrangements agreed during the establishment of TheCityUK (of which the City Corporation is the founder member and major funder). Like the Deputy Mayor of London, he sits on the board of TheCityUK, as well as the board of L&P. The City Corporation's membership of L&P is not a requirement of his place on the board.
5. In 2013 – when the idea to join L&P was discussed – it was proposed that the City Corporation subscribe to its Platinum level membership package with benefits across all of its functions – visitors, FDI and students. This proposal was considered in some detail by your officers and it was agreed that, while there was no perceived direct value for the City Corporation in the areas of FDI and study, there was probably some significant advantage of a membership attached to L&P's tourism function.
6. A list of priorities was drawn up by your Cultural & Visitor Development Team (CVDT) and sent to L&P, who were asked to consider how they might be included within a membership agreement. This was used as the basis for the contract agreed and remains the foundation of the new Platinum proposal (at £25,000 pa). The Gold Membership option (at £12,500 pa) strips out a good many benefits resulting in a significantly reduced reach for our products as well as severely limits our ability to represent the diverse portfolio of attractions, business event venues and open spaces that we would need to promote under a collective corporate/desitnation type membership.
7. Although some Corporation and City attractions have individual Gold Membership of L&P, Platinum Membership for the City as a destination significantly builds on these individual subscriptions (but could not replace them, as attractions would lose bespoke benefits in favour of collective gain). By bringing our attractions, hotels, retail and business venues together under one City banner and by promoting the City area, its history, services and environment, the City becomes more than the sum of its parts – it is an experience, an itinerary, a voyage of discovery and thus a far more compelling offer for the would-be visitor, who is likely to stay longer and spend more.
8. The detailed membership proposal is available on request from the Head of Cultural & Visitor Development.

Current Position

9. Since April 2013, L&P membership has significantly helped to build our domestic and international profile in the regions and abroad and delivered significant gains for the City in terms of spend and footfall. Headlines include:

	City growth %	London growth %	England growth %	Growth of City's share of London %
Visitor spend 2012-14	20	7	-	0.5
Visitor footfall 2012-14	18	(1.2)	-	0.6
Footfall at attractions 2012-14	21	-	-	-
Footfall at attractions 2014 only	5	2	4	-

Sources: RJS Associates; City Tourism Briefings 2012-14/ VisitEngland Annual Attractions Survey

10. These benefits have been felt across a wide range of City Corporation departments including Open Spaces, Remembrancer's (City business venues marketing), the Barbican Centre, Culture, Heritage and Libraries, Public Relations (eshot data harvest), Economic Development (research), Department of the Built Environment (Sculpture in the City) and by many of our funded and resident attractions and companies including City of London Festival, Museum of London and the London Symphony Orchestra.
11. Collective projects and campaigns in partnership with L&P have included the assets and services listed (as well as wider cultural and tourism stakeholders) and have achieved significant benefits previously unattainable within the limited resources available to the CVDT. Headlines include:
- The formation, development and promotion of the City Corporation Venues Group now run by Remembrancer's, with representation of our venues for hire at L&P trade shows and business referrals as opportunities arise;
 - Significantly enhanced web listings and promotions for all our assets and stakeholders on VisitLondon.com (27m visitors per annum);
 - Inclusion in high profile international campaigns run by L&P including last year's *Guest of Honour* campaign in which Tower Bridge played a headline role (300m reach);
 - Significantly increased reach for our own campaigns including Christmas in the City (retail/ leisure) which, supported by L&P, achieved 3.8m impressions on VisitLondon.com (as a result of these campaigns, City retail recorded up to 4.7% growth above that of London);
 - Data harvest from competitions run by the City through L&P delivering one third of the subscriber base for the City's eshot, run by PRO; and
 - Introductions to London sponsors for major City projects, eg Radisson Blu Edwardian for the City's Magna Carta 800 programme
12. With a number of major corporate projects on the horizon such as the anniversary programmes for Great Fire (350) and Shakespeare (400), the

development of the Cultural Hub, the Aldgate Arts, Events, and Play (AEP) programme, and our Service Based Review with its challenging targets for venue hire and commercial revenues, it is essential that we retain our Platinum Membership with L&P.

13. Whether promoting our assets on a global scale, buying us a seat at the table for London-wide and national initiatives, connecting us with potential partners and sponsors, or delivering the research and advice we need in support of proposed initiatives, L&P are an invaluable resource that will help us to achieve our goals. Without them, the tasks will become harder.

Proposals

14. The Platinum Membership option helps us to build on the work and successes we have achieved over the last three years and delivers real and tangible benefits across City Corporation departments and the City as a destination. This is the preferred route.
15. This is essentially a Corporation-wide subscription channelled through the Culture, Heritage & Libraries Department. It is not something which has previously been within CHL's local risk and in the light of the requirements for efficiencies and on-going SBR savings the annual Membership cost of £25,000 cannot simply be taken over in its entirety within CHL without sacrificing something else. Rather, a split is suggested with a budget uplift of £20K p.a. from 2016/17 being sought, ringfenced for this purpose, and the remaining £5,000 p.a. being found from my local risk budget. Should the L&P Membership lapse in the future, it would be expected that the uplift would be rescinded.

Corporate & Strategic Implications

16. City Corporation membership of London & Partners is aligned with the Corporate Plan 2015-19, Key Policy Priority 5, in that it increases the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation. Specific deliverables under this priority that would be supported by Membership include:
 - a. Development of proposals for a "cultural hub" centred on the major cultural institutions of the Barbican Centre, Museum of London and Guildhall School of Music & Drama;
 - b. Implementation of the cultural and visitor strategies for the City, including building and enhancing cultural partnerships;
 - c. Promotion of the cultural offering of the City, including the Barbican Arts Centre, the new Heritage Gallery and Tower Bridge; and
 - d. Enhancement of the ability of our leisure facilities to generate additional income in order to maintain quality of content in an era of reduced resource.

17. Membership is also aligned with, and supports, the Vibrant and Culturally Rich theme of *The City Together* strategy; and, most pertinently, many of the aims and objectives within the Cultural Strategy 2012-17 and the Visitor Strategy 2013-17.
18. Funding the proposal will also bring reputational gains for the City Corporation, in that:
 - a. our support of the Mayor of London, London's economy and the City's visitor services stakeholders is publicly demonstrated;
 - b. recognition of the City Corporation as a provider of heritage and cultural assets, of services to London and the nation and as a good neighbour is promoted; and
 - c. the City's profile as a leisure and business destination is significantly increased on the world stage, underpinning the work of the City's CVDT

Conclusion

19. Membership of L&P at Platinum level has already demonstrated significant gains for the City across departments and in supporting the City's visitor economy. With major projects on the horizon such as the anniversary programmes for Great Fire (350), the Cultural Hub, the Aldgate Arts, Events, and Play (AEP) programme, and our Service Based Review with its challenging targets for venue hire and commercial revenues, the value of continuing our Membership is evermore heightened and will be a significant driver in achieving success for these programmes.
20. The CVDT budget has inadequate funds to cover the £25,000 full cost of Membership and would need an uplift of £20,000 per annum from 2016/17.
21. These benefits are enjoyed across departments and throughout the City's tourism and cultural sectors. Termination of Membership will therefore have a negative impact reputationally amongst our internal and external stakeholders and on the City's success in the fields of business and and leisure tourism. A budget uplift and the continuance of a Platinum-level Membership is therefore strongly recommended.

Nick Bodger

Head of Cultural and Visitor Development

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Committee(s)	Dated:
Culture, Heritage and Libraries	23/09/2015
Subject: City of London Festival	Public
Report of: Director of Culture, Heritage & Libraries	For Information

Summary

Following discussions over the summer, delegated authority has been exercised as agreed by your committee on 13 July 2015 to confirm an allocation of £355,825 to the City Arts Trust, for delivery of the 2016 City of London Festival. This approval is subject to some changes to improve communication between the Trust and the Committee, and on the understanding that a more radical review of options may be exercised if financial sustainability, as well as artistic success, is not demonstrated. The Chairman of the Trust is keen to continue and there is broad support for the value of the Festival as a part of the Corporation's cultural offer.

Recommendation(s)

Members are asked to:

- Note the report, with the expectation that further reports will be brought during 2015-16 with updates on progress

Main Report

Background

1. The Culture, Heritage & Libraries Committee has responsibility for awarding City funding to the City Arts Trust, the separate charity which manages the City of London Festival, and for ensuring that the Festival's annual programme and outcomes are in line with corporate expectations. The Committee's budget for 2016 includes provision for a grant of £355,825 to the Trust.
2. Financial problems arising from a deficit of £170K on the 2014 Festival have been discussed at earlier meetings this year and some rescheduling of the payment cycle for the 2015 grant was agreed, to help cashflow. It was further agreed that a decision on the 2016 grant would be deferred from January 2015 (when it would normally have been approved) pending the outcome of the 2015 Festival. At the July Committee meeting, the decision on the 2016 grant was delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman, "based on confirmation of the robustness of the financial position and an assessment of the 2016 budget plans". The minutes for July 2015 noted the suggestion made in discussion that a workshop be held over the summer and that a further report be brought to September Committee.

Current Position

3. The artistic success of the 2015 Festival, with a number of sold-out performances, was noted at the July Committee meeting. The financial outcome is a deficit of £12,819, so a considerable improvement on the 2014 result, although still a deficit. The Director of the Festival, Paul Gudgin, decided to leave at the end of the 2015 season so there is now a vacancy for that post if the Festival is to continue in its current form

Options

4. A number of meetings were held during August, as recommended, to explore options going forward. As well as your Chairman, Deputy Chairman and Director, these involved the Chairman of the City Arts Trust, the Chamberlain, and the Managing Director of the Barbican Centre.
5. Michael Hofmann, the Chairman of the Trust, is keen to continue the work of the Trust and the Festival while recognising the difficulties of recent years. He has presented an outline plan for 2016 which he believes will return the Festival to a position of ongoing financial sustainability. This will depend on his being able to recruit a new Director, to carry out the planning and delivery for 2016.
6. Various alternative possibilities have been considered during discussions over the summer, including that of greater involvement by the Barbican Centre (who already provide box office functions for the Festival). The preferred option at the present time is that the Festival should be allowed to continue in its current model of operation, under the management of the City Arts Trust, but with the recognition that demonstrated financial stability as well as artistic quality will be essential if this model (and the City's grant) is to continue into future years.

Proposals

7. Taking all these things into consideration, the Town Clerk in consultation with the Chairman and Deputy Chairman have exercised their delegated authority and have confirmed the 2016 grant of £355,825 to the City Arts Trust (this comprises a core grant of £274,725 plus £81,100 for free events and a winter series). As a condition of this, the Trust is being asked that the Deputy Chairman of the Culture, Heritage & Libraries Committee (as well as the Chairman) should become a Trust Board member, and that more regular communication will take place at officer level between the Trust and the Corporation so that plans and progress can be better tracked.
8. It will be understood by the Trust that the Committee will need to monitor the financial as well as the artistic success of the 2016 Festival and that the situation will be reviewed before any commitments are made for 2017. The Committee may wish to undertake a more radical review of alternative possibilities, depending on developments.
9. It may also be noted that the Finance Committee has requested an update report on the cashflow situation of the Festival, with particular reference to the Bowler Hat loan which that Committee approved in 2014. This will be presented to their November 2015 meeting.

Corporate & Strategic Implications

10. It is broadly recognised that the Festival adds something distinctive and valued to the overall cultural offer of the City, by enlivening venues across the Square Mile, and that in raising over 60% of its income from sponsorship and ticket sales, it has a good ratio of City grant to externally raised income. It supports the aims of the Cultural Strategy and contributes to Key Policy Priority 5 of the Corporate Plan, to increase the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.

Conclusion

11. During the last two years, the Festival has undergone a period of considerable change and experimentation, which has brought mixed success. The resignation of the recent Director creates something of a watershed moment to assess options for the future. The current Chairman of the Trust believes strongly in its ongoing sustainability, subject to what is needed by way of recruitment and ongoing City funding, and there continues to be much support for the Festival as an important part of the Square Mile's cultural offer. As plans for the cultural hub mature, the Festival may become a significant adjunct to the programmes delivered there. It will be important to build on the closer links between the Committee and the Trust which have been established in recent discussions so as to shape sound plans for the future.

Appendices

- None

Background Papers

City of London Festival 2016 grant, report to the Culture, Heritage & Libraries Committee, July 2015

David Pearson

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Committee(s):	Date(s):
Culture, Heritage & Libraries	23 September 2015
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Director of Culture, Heritage & Libraries	For Decision

Summary

This report presents the recommendations of the City Arts Initiative which met on 27 August 2015. The group considered the following proposals:

- a) Southbank Mosaics CIC – Shakespeare 400
- b) Sokari Douglas Camp – All the World is now Richer
- c) Royal Mail Group – 500th Anniversary: Special Postmark Post Box
- d) Christ’s Hospital School – Artwork: Public Commission
- e) The Rothschild Foundation / GLA – Thames: The Illuminated River

Recommendation(s)

It is recommended that:

- Southbank Mosaics CIC be approved subject to further clarifications
- Sokari Douglas Camp be rejected due to another similarly themed public art installation and unsuitable location
- Royal Mail be approved subject to a suitable alternative location being identified
- Christ’s Hospital School be approved following the unanimous selection of a preferred artist to be recommended to the applicant
- The Rothschild Foundation be approved subject to further clarifications

Main Report

Background

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City’s existing public art and, if necessary, decommissioning.

2. Your Committee appointed your Chairman, Deputy Chairman and Barbara Newman to sit on the City Arts Initiative Group in the 2015/16 Committee year.

Current Position

3. The City Arts Initiative met on 27 August 2015 to consider five applications: an installation from Southbank Mosaics to commemorate 400 years since the death of William Shakespeare, an array of statues from Sokari Douglas Camp to commemorate the abolition of slavery, a special historic post box to celebrate 500 years of Royal Mail, a competition of public art installations from Christ's Hospital School and a proposal from the Rothschild Foundation to illuminate the bridges of London in a creative and unified way.
4. Full details of the application are available on request from the Director of Culture, Heritage & Libraries.

Proposals

Southbank Mosaics CIC – Shakespeare 400

5. Southbank Mosaics have over 250 public art installations throughout London, and to mark 400 years since the death of William Shakespeare, they wish to install a mural made of durable mosaic in August/September 2016, or potentially earlier to coincide with other Shakespeare 400 celebrations.
6. The main contender for location is Silver Street, where Shakespeare spent a number of years lodging with a French family.
7. Funding is being sought from the Arts Council, Heritage Lottery Fund and Community Interest Levy, all of which have supported Southbank Mosaics on previous occasions.
8. All agreed that this would provide a great contribution to the Shakespeare 400 celebrations and series of events next year in the City of London.
9. The City Arts Initiative recommended this for approval subject to further clarifications on size, positioning and responsibility of maintenance.

Sokari Douglas Camp – All the World is now Richer

10. 'All the World is now Richer' was originally shown in the House of Commons in 2010 and made an appearance at St Paul's Cathedral 2014. The array of statues is a positive commemoration to the abolition of slavery.
11. The artistic merit of the proposal was highly appreciated, however the group agreed not to recommend the installation due to the presence of another similarly-themed sculpture in the City: 'Gilt of Cain' by Michael Visocchi & Lemn Sissay located in Fen Court.

12. All agreed the preferred location of Golden Gate Estate was not suitable for the following reasons: water penetration on a specific area of the estate, access being required for future reconstruction and redevelopment of nearby Great Arthur Estate, the potential harmful impact on a designated heritage area and the proposal not being contextual with the architecture of the estate.
13. The City Arts Initiative therefore recommended this proposal for rejection due to another similarly-themed sculpture and the unsuitable location.

Royal Mail – 500 Year Anniversary Special Postmark Post Box

14. A very few organisations celebrate 500 years in operation and the Royal Mail would like to commemorate this occasion with a special interactive and practical public art installation of an old fashioned post box.
15. A PR campaign will run alongside the project where any mail placed into the post box will receive a special 500 year postmark.
16. The preferred location of the applicant, which is Prince's Street where once stood the General Letter Office (1653-1666), was deemed unsuitable by the group due to lack of space and overcrowding.
17. Instead the group recommended an alternative site between St Martins Le Grand and King Edward Street, near to where the General Post Office first established its headquarters in 1829, and where mail coaches formerly departed for destinations all over the country.
18. The City Arts Initiative recommended this for approval subject to an alternative location being found.

Christ's Hospital Foundation – Artwork: Public Commission

19. Christ's Hospital School would like to commemorate their 350 year presence in the City and have proposed a permanent artwork to be located in the vicinity of the original school site. The site is now the office of Bank of America Merrill Lynch, adjacent to the remains of Christ's Church, Greyfriars at the junction of Newgate Street and King Edward Street.
20. Following a design competition and a short-listing process undertaken by the School in conjunction with the CoL and Bank of America Merrill Lynch, three separate proposals by three individual artists were submitted to the Panel for consideration.
21. Based on artistic merit, size and durability, the group unanimously preferred a proposal by Andrew Brown with his concept of a semi-figurative artwork in bronze depicting children marching through progression in education.
22. The specific spot for the artwork is on the modern section of stone wall (representing the footprint of the Wren church) adjacent to the existing bicycle stands on Newgate Street.

23. Other shortlisted proposals included Hilary Taylor with her concept of curved steel panels with cut-out shapes depicting children marching using shadows onto the footway, however a clear visual of the proposal was not provided and it was difficult for the group to imagine the end result.
24. Shawn Williamson was the other proposal, with his concept of the guiding and caring hand ushering children to their future, however the scale of the artwork was considered to be excessive and maintenance of Portland stone would require higher maintenance resources.
25. The City Arts Initiative recommended this for approval with the unanimous selection of preferred artist Andrew Brown being recommended to the applicant.

The Rothschild Foundation / GLA – The Illuminated River

26. The proposal aims to deliver a creative and unified lighting scheme for London's bridges, running from Tower Bridge to Albert Bridge. An international competition will be held to identify an inspiring concept that will turn the bridges of London into a permanent public art highlight and make the river a visitor destination and attraction in its own right.
27. Planned completion of the project is 2018 and initial seed funding from the Rothschild Foundation and Mayor of London has been secured with a fundraising strategy now in place.
28. All agreed the proposal appears to be an exciting concept, however a number of issues were raised by the group around the lighting design consultation process and aspects of control/strategy once the lighting has been installed.
29. Since the group met, Simon Fourmy from the Rothschild Foundation has confirmed that consultation with stakeholders and bridge owners is paramount to project success. This includes:
 - a. A Working Group (chaired by the GLA with CoL representation from CHL and DBE) which continues to play a key role in shaping the project;
 - b. The designs submitted through an international competition process being initially be assessed by a large group of stakeholders including a representative from CAI (this group will arrive at a shortlist of four proposals)
 - c. A small and expert jury which will then decide the winner from the four shortlisted proposals (it is thought that this will not include CoL or an local authority representation)..
30. The Rothschild Foundation also advises that bridge lighting controls will remain with authorities and that being a part of any light shows created for special events will be at the discretion of those authorities, albeit when a pan-London / national celebration is marked, it is expected that the City would take part.

31. The City Arts Initiative recommended this for approval following the clarification provided above.
32. Following a letter from the Mayor of London to the Chairman of your Policy and Resources Committee about this project, a short briefing with the Chairman and relevant officers has taken place. In that meeting, the Chairman expressed the view that this project fully aligns with the City Corporation's Supporting London Agenda and that he is therefore in support of the recommendation to approve.

Corporate & Strategic Implications

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

Conclusion

34. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 27 August 2015.

Background Papers:

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

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Culture, Heritage & Libraries Committee	23/09/2015
Subject: eBooks and eAudiobooks in Barbican and Community Libraries	Public
Report of: Director of Culture, Heritage & Libraries	For Information

Summary

This report aims to provide Members with an update on our progress with the introduction of eBooks and eAudiobooks in our lending libraries, which is relevant to the ongoing wider debates about libraries and digital futures.

Since 2012, Barbican and Community Libraries has been offering customers the opportunity to “borrow” eBooks and eAudiobooks. Our customers can also learn any of 133 languages online with the “Transparent Languages” service. These services are available around the clock and they can all be accessed on a variety of devices including smartphones, tablets, laptops, PCs and selected electronic reading devices (Kindle Fire, Nook and Kobo).

Despite some customer resistance to electronic reading and eBook publishers placing a number of restrictions on the loan of eBooks, all of our digital library services are growing in use and popularity: in the first year of service, 2012 - 2013, 2865 eBooks were loaned to 580 customers and 675 library members borrowed 2210 eAudiobooks. In 2014 – 2015, 7610 eBooks were read by 961 customers and 3507 eAudiobooks were borrowed. Last year, the City of London Libraries’ “Transparent Languages” service was accessed 2615 times.

Until publishers make their full digitised catalogues available for public libraries to buy, the eBook service will remain limited in terms of content. Despite this, it is still a valuable and useful additional service for City Library members.

Barbican and Community Libraries’ eLibrary will be added to later this year when we will be introducing a free eMagazine/periodical service for library members.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. On 19 November 2007, Amazon released the first Kindle electronic reading device in the United States. Prior to this, eBooks were available online and on computer disks but in very small numbers.

2. Overdrive, an American company, was the first to offer an eBook lending service to UK public libraries. Initially, this service was extremely limited, heavily geared towards the US market and difficult to use. Titles were expensive and an eBook could only be leased for a set period of time rather than bought for perpetuity.
3. Askews and Holts is the company which is contracted to supply all physical library books to members of the Central Buying Consortium (of which the City is a member). When they launched their eBook service, Barbican and Community Libraries took the decision to contract them. The biggest single advantage with using this supplier was that we could buy the books outright and own them for perpetuity rather than lease them for a set number of years/loans. If at some point in the future, we decide to contract a different supplier, we will take this stock with us. Another advantage is that if a title we bought is not downloaded, we are able to return it for a full refund. The eBook service went live in May 2012. At approximately the same time, we took up the eAudiobook service offered by W.F. Howes, a specialist provider of talking books on CD to public libraries.
4. Initially, both services were slow to take off and between 1 April 2012 and 30 March 2013, 2865 eBooks and 2210 eAudiobooks were borrowed. In the 2014 Barbican and Community Libraries Customer Survey, we asked nearly 2000 library users whether they used our eBook and eAudiobook service and if they had not, the reason(s) why. 42% of respondents said that they were not interested in borrowing eBooks (62% said they were not interested in borrowing eAudiobooks). However, 66% either did not know about the eBook service or thought they did not own a compatible device (44% answered similarly regarding eAudiobooks). Following full analysis of the survey, Barbican and Community Libraries staff drew up an action plan and embarked on a comprehensive and effective marketing programme for eBooks and eAudiobooks. This included a publicity drive and one to one and group surgeries to assist customers with accessing the services on their own devices. Staff also produced written help sheets for a range of different devices and You Tube videos showing users how to get started.

Current Position

5. The eBook collection now numbers 5810 and the eAudiobook collection 1295 titles. The total physical bookstock for the three lending libraries is 214,963 and we own 3524 talking books on CD.
6. In the financial year 2014 -2015, 7610 eBooks and 3507 eAudio Books were borrowed; increases of 166% and 59% on 2012-2013.
7. Most of the eBooks borrowed are adult fiction (55%). 6% are children's books and the remaining 39% are non-fiction titles. This is contrary to the borrowing pattern for physical books in the City: in the same year, City of London library users borrowed 226,968 non-fiction books, 131876 fiction books and 65473 children's books. These figures equate to 54%, 31% and 15% of total loans.) Analysis of library users proves that those who borrow eBooks most are still borrowing physical books. Typically these customers read fiction electronically but prefer their non-fiction in hard copy.

8. In order to borrow either an eBook or an eAudiobook, customers must be library members and in possession of their library membership number and their PIN. In both cases, they go to an external website and download the books to their chosen device. They can select any loan period from 1 day to 21 days and at the end of this period, the item is automatically deleted from the device and will no longer be accessible. It is neither possible to return eBooks early nor to renew them. If a loan expires before the item is read, the customer will have to reissue it to themselves. Licensing requirements mean that an eBook can only be “borrowed” by one customer at a time. We do not own any of our eAudiobooks but instead, we buy the licence for a set number of years/number of loans. Many of our audiobooks are “multicap” which means that they can be borrowed by more than one customer simultaneously. Most customers use the electronic library services in the evening when our library buildings are closed with 10pm – 11pm being the peak period to download eBooks.
9. All digital stock can be accessed from the City of London Libraries’ website. eAudiobooks can also be accessed on smartphones and tablets via an app which is more straightforward and very simple to use. Our eBook provider is launching an app in the very near future.
10. The services cannot be accessed outside of the UK. However, as both eBooks and eAudio Books are downloaded rather than streamed, customers can read them when they are travelling abroad provided they were downloaded in the UK.
11. Electronic reading software allows users to personalise fonts, text size and background colours. They are also more portable than physical books because electronic reading devices are much lighter in weight than an average book and one device can carry thousands of titles. This is a great advantage to travellers who can carry their electronic library with them and the accessibility options benefit people with dyslexia, sight and/or mobility problems. Pages are “turned” by a simple swipe of a finger which may also benefit older people and those with arthritic hands. They do need regular charging and most tablets and smartphones cannot be used in bright sunlight.
12. The Transparent Languages service offers City of London Library customers the opportunity to learn any of 133 languages. Of these 133 courses, 27 are English for speakers of other languages. Library customers can set up an account and then access the learning via a PC, or a mobile app. In 2014 – 2015, 194 different users accessed the service 2615 times. The top three languages accessed were French, German and Polish. The top three languages for non-native speakers were English for Italians, English for Spanish (Latin American) and Welsh for English speakers.
13. Some library customers are demonstrating channel shift from physical books to digital ones and this is more apparent with eAudiobooks: in 2014-15, the City’s lending libraries loaned 44,750 fewer books than in the previous year. Taking eBook loans into account, total book loans have fallen by 37,140. However, in 2014-15, the City’s lending libraries loaned 2860 fewer talking books on CD than in the previous year but taking eAudiobook loans into account, total loans of talking books has increased by 647.

14. There are a number of barriers over which we have no control, to setting up a truly comprehensive and accessible eBook library:

a) Access to eReading

Amazon will not allow library eBooks to be downloaded to their standard Kindle eReaders and the Kindle is by far the most popular reading device in general ownership. However, it is possible to download the library eBooks to a Kindle Fire, Nook or Kobo eBook reader and they can be read on smartphones, tablets, laptops and PCs.

b) Limited stock and Costs

- I. Customers do not have the same wide variety of choice with eBooks that they have with physical library books. The Publishers' Association has been very reluctant to support public library eReading. The Society of Chief Librarians of England and Wales has been working to reassure publishers that allowing their catalogues to be digitised and made accessible to public libraries will not damage their businesses. This animosity is gradually being broken down with more publishers releasing their catalogues to public library stock providers but some major publishing houses including Hatchards and Penguin remain resolutely opposed to the service. Of those that have allowed their books to be sold to libraries, few have released their full catalogue and it is becoming apparent that some do not release the whole of a series of books, we believe in order to force the reader to buy the missing book(s). Some publishers e.g. Vintage and Bantam, have released titles to us but later and without notice, withdrew the licences: we lost our entire Graham Greene collection in this way. Of the current W H Smith top 10 fiction bestsellers, only one title is available for public libraries to buy as an eBook and it costs five times the price of the Amazon paperback.
- II. Library eBooks are significantly more expensive than physical or Kindle books. For example, with the substantial stock discounts we get by buying within a consortium, Summer Secrets by Jane Green (a current fiction best seller) would cost us £6.93 in hardback but the cost of the library eBook is £29.56. It is not unusual for a popular new eBook to cost in excess of £50.
- III. Unlike physical books, eBooks are not VAT exempt and there is a 5p download charge for every loan. We also pay an annual fee of £2000 for the annual subscription to the service. There is no income stream with eBooks either; books disappear from the reader's device at the end of the loan period so there is no question of fines for late returns. NB eAudiobooks are not subject to the same restrictions and we can buy the newest titles at prices similar to those of physical talking books.

Options

15. We will continue to seek out the best deals for our customers and divert budget from physical to electronic stock as appropriate. In October, we will be introducing a new magazine/periodical service for library users which will offer our customers remote access to a range of titles. We are also considering an electronic newspaper subscription which will give library visitors unlimited simultaneous access to over 4000 current publications from 101 countries and in 60 languages. This will be demonstrated to library staff in October 2015.

Corporate & Strategic Implications

16. The move to electronic services is key to the Department's strategic aim 3, Continue to use technology to improve customer service and increase efficiency.

Implications

17. Staff will continue to ensure that these services are delivered within the confines of library budgets and will seek sponsorship for expansion of services.

Conclusion

18. It is clear that many library customers wish to be able to read electronically but the publishers' restrictions on the eBook service (as detailed in point 14 above) and customer resistance to channel shift means that at present, these services can only supplement rather than adequately replace a physical library service. We will continue to work with all our customers to persuade them to try other ways of reading. We also continue to support the Society of Chief Librarians in their work to persuade publishers to allow library customers to read in the format of their choice.

Appendices

- None

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Committee: Culture, Heritage and Libraries Committee	Date: 23 September 2015
Subject: Decision taken under Delegated Authority and Urgency procedures the last meeting of the Committee	Public
Report of: Town Clerk	For Information
Summary	
<p>This report advises Members of action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, and in accordance with Standing Order No. 41 (a & b).</p>	
<p>Recommendation:</p> <p>Members are asked to note the following decisions, taken under delegated authority and urgency procedures, since the last meeting:</p>	
<ol style="list-style-type: none"> 1. City of London Festival Grant – Delegated Decision 2. City Arts Initiative: Lonely Planet Sand Sculptures – Urgent Decision 	

1. City of London Festival Grant – Delegated Decision

(Please also see agenda item 9 – Report of the Director of Culture, Heritage and Libraries)

The Town Clerk in consultation with the Chairman and Deputy Chairman have exercised their delegated authority (granted by the Culture, Heritage and Libraries Committee on 13 July 2015) and confirmed the 2016 grant of £355,825 to the City Arts Trust (this comprises a core grant of £274,725 plus £81,100 for free events and a winter series).

2. City Arts Initiative: Lonely Planet Sand Sculptures - Urgent Decision

Your City Arts Initiative (CAI) recommended a temporary public art installation of sand sculptures, delivered by Lonely Planet, to be located on Peter’s Hill and changed on a daily basis, from Tuesday 18 August to Monday 24 August 2015.

CAI Members considered this proposal via email. Initially, concerns were raised regarding the sculpture's potential impact on pedestrian movement, planning permission requirements and the commercial nature of the project (being linked to the launch of a book entitled *The Ultimate Travelist* - which profiles 500 of the world's most un-missable attractions and sights).

All concerns were addressed to the satisfaction of the CAI and its Chairman, David Pearson, and the application was granted under urgent action, given that the timing of the project precluded it being considered by the Culture Heritage and Libraries Committee on 23rd September 2015.

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