



Culture, Heritage and Libraries Committee

Date: WEDNESDAY, 25 NOVEMBER 2015
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

Enquiries: Julie Mayer
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julie.mayer@cityoflondon.gov.uk

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

John Barradell
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 23rd September 2015.

For Decision
(Pages 1 - 8)
4. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS OF THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 9 - 12)
5. **CULTURE HERITAGE & LIBRARIES BUSINESS PLAN 2015-2018 - QUARTER 2 MONITORING REVIEW**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 13 - 42)
6. **REVENUE AND CAPITAL BUDGETS - 2016/17**
Joint Report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Decision
(Pages 43 - 56)
7. **DEPARTMENTAL RISK REPORT - QUARTERS 1 & 2**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 57 - 66)
8. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**
Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 67 - 72)
9. **THE CITY OF LONDON FESTIVAL**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 73 - 104)

10. **LOCAL AUTHORITIES DESIGNATED OFFICER ANNUAL REPORT**
Members are asked to note a resolution from the Community and Children's Services Committee.

For Information
(Pages 105 - 124)

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

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

13. **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

14. **NON PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 23rd September 2015.

For Decision
(Pages 125 - 126)

15. **TOWER BRIDGE AND THE MONUMENT PRICING REVIEW - 2016/17**

Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 127 - 136)

16. **TOWER BRIDGE AND MONUMENT PERFORMANCE REVIEW - APRIL - SEPTEMBER 2015**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 137 - 144)

17. **REFURBISHMENT OF TOWER BRIDGE ENGINE ROOMS INTERNAL RECEPTION AND GIFT SHOP**

Report of the Director of Culture, Heritage and Libraries.

This report was approved by the Projects Sub Committee on 8th October 2015.

For Information
(Pages 145 - 152)

18. **THE GREAT FIRE COMMEMORATIONS 2016 - ORAL UPDATE**

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

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

Part 3 - Confidential Agenda

21. **SERVICE BASED REVIEW SAVINGS 2016/17**
Report of the Director of Culture, Heritage and Libraries.

For Information

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Wednesday, 23 September 2015

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Wednesday, 23 September 2015 at 11.30 am

Present

Members:

Vivienne Littlechild (Chairman)	Paul Martinelli
Graham Packham (Deputy Chairman)	Jeremy Mayhew
Deputy John Bennett (Ex-Officio)	Sylvia Moys
Mark Boleat	Judith Pleasance
Keith Bottomley	Deputy Gerald Pulman
Dennis Cotgrove	Stephen Quilter
Deputy Billy Dove	Delis Regis
Alderman Sir Roger Gifford	John Scott
Alderman Alison Gowman	Deputy John Tomlinson (Ex-Officio)
Deputy the Revd Stephen Haines	Mark Wheatley
Graeme Harrower	
Tom Hoffman	
Ann Holmes	
Wendy Hyde	
Deputy Alastair King	

In Attendance

Officers:

David Pearson	Director, Culture, Heritage and Libraries
Nick Bodger	Culture, Heritage and Libraries Department
Margaret Jackson	Culture, Heritage and Libraries Department
Geoff Pick	Culture, Heritage and Libraries Department
Carol Boswarthack	Culture, Heritage and Libraries Department
Sara Pink	Culture, Heritage and Libraries Department
Howard Bengé	Culture, Heritage and Libraries Department
Andrew Buckingham	Public Relations Department
Steven Chandler	City Surveyor's Department
Julie Mayer	Town Clerk's

1. APOLOGIES

Apologies were received from Deputy Anthony Eskenzi, Deputy Kevin Everett, Deputy Jamie Ingham Clark, Barbara Newman, Emma Price, Henrika Priest and Deputy Giles Shilson.

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 10 (City of London Festival–2016 Grant) by virtue of their positions as Directors of the City of London Festival Board.

Mr Mark Boleat declared a general (non-pecuniary) interest in respect of Agenda Item 7 (Request for a Budget Uplift to Finance the City's Platinum Membership of London and Partners) as he is a Member of London and Partners, by virtue of his position as the Chairman of the Policy and Resources Committee of the City of London Corporation.

3. **MINUTES**

The Minutes of the Meeting held on 13th July 2015 were approved.

4. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2015-18 - QUARTER 1 PROGRESS REPORT**

The Committee received a report of the Director of Culture, Heritage and Libraries, which provided progress against Quarter 1 of the Culture, Heritage and Libraries Business Plan for 2015-18.

The Director highlighted the following:

- The success of the Guildhall Yard food markets on Court of Common Council days and Members noted plans for a Christmas Market. Officers advised that Guildhall Market days did not clash with any other City markets and alcohol was not served at the Guildhall Markets.
- Members noted that the Barbican Music Library had celebrated Elvis Presley's 80th birthday and it was suggested that Frank Sinatra's 100th birthday in December 2015 year be similarly commemorated.
- The Rivers of London event had been excellent and the Chairman particularly commended Barbican Library staff for putting on an enjoyable Punch and Judy show, in their own time.
- In response to a question about the Lottery bid for the LMA's 5-year digitisation plan, Members noted that the formal process would start before Christmas.
- In response to a question about LMA and Ancestry, Members noted this would be a 2-stage process; (1) to sign off on the addendum to additional works within the current agreement and (2) to work with the City Solicitor and City Procurement to ensure processes were correct and on track for the review of the current agreement in 2017.

RESOLVED, that - the following be noted:

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

5. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015 - KEATS HOUSE**

The Committee received the Trustees Annual Report and Financial Statements for the year ended 31 March 2015. Members noted a drafting error in the report in that the Financial Statements would be submitted by 31 January 2016 (not 2015).

RESOLVED, that – the Trustees Annual Report and Financial Statements for the year ended 31 March 2015, for Keats House, be noted.

6. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015 - GUILDHALL LIBRARY CENTENARY FUND**

The Committee received the Trustees Annual Report and Financial Statements for the year ended 31 March 2015. Members noted a drafting error in the report in that the Financial Statements would be submitted by 31 January 2016 (not 2015). Furthermore, a donation of £500 from Messrs Lloyd Rehman and Co was from the Estate of Mr Michael Denville.

In respect of the bottom line figure of £23,378, Members were reminded that their Committee has agreed to build this as an endowment fund and not use it for any other purpose, for the time being.

The Director offered to investigate whether there were plans to display a sword to commemorate the Battle of Agincourt, which was currently stored in Mansion House's vaults.

RESOLVED, that – the Trustees Annual Report and Financial Statements for the year ended 31 March 2015, for the Guildhall Library Centenary Fund, be noted.

7. **REQUEST FOR A BUDGET UPLIFT TO FINANCE THE CITY'S PLATINUM MEMBERSHIP OF LONDON AND PARTNERS**

Members considered a report of the Director of Culture, Heritage and Libraries, requesting a budget uplift to finance the City's Platinum Membership of London and Partners. Members noted that the Policy and Resources Committee would also consider this report on 19th October 2015.

RESOLVED, that - a permanent budget uplift of £20,000 from 2016/17, for Culture, Heritage and Libraries, Cultural and Visitor Development be approved, for the specific purpose of retaining the City of London's Platinum Membership of London and Partners.

8. **GREAT FIRE UPDATE**

The Head of Cultural and Visitor Development provided a verbal update on progress with the Great Fire Commemorations in 2016. Members noted the following:

- Whilst there had been a number of expressions of interest, there were currently no concrete financial commitments. However, once Artichoke has secured a core sponsor at £500k, other sponsor leads would be confirmed under this. It was expected that another one or two sponsors would be identified who could commit £300k, equalling the City's sponsorship; i.e. "founding sponsors". The Development Board was due to meet on 29th September 2015.
- The commemorations were expected to include activities focussing on the City's bridges and St Pauls as well as an international conference on resilience. A technical, feasibility study was underway for the bridges project.
- The bridges project would include a 'Skills for Work' programme aimed at young people from deprived backgrounds in South London and City.
- The resilience conference would be held at Milton Court over 1-2nd September 2015.
- The Dean and Chapter at St. Pauls were due to meet with Artichoke shortly to agree whether the focus of the cathedral event would be inside and outside the building. It was anticipated that an application would be made to Heritage Lottery Funding for an educational project with the Museum of London, St Paul's and the London Metropolitan Archives as the lead partners.
- There were no open spaces in the City suitable for a finale performance of a '*dominoes*' project. Rather, it had been suggested that they start in the City centre and sprawl outwards to a number of satellite points.
- The 'Phoenix' project would be particularly expensive and not feasible in the City's narrow streets. However, it might be possible to develop a sculpture as part of the Cultural Hub over the next couple of years. If feasible, an announcement would be made during the 2016 Great Fire programme.
- The 'Umbrella' programme of activities hosted by City Venues, which would include the Museum of London and the Guildhall Art Gallery, would run from January–November, given that there were significant events taking place outside of the City (within London) during the early months of next year and this would present an excellent opportunity to drive up audiences. There would be no financial consequences to extending the umbrella programme window, as the work to the website had already been accounted for.
- Once the plans were underway, Artichoke would work closely with the Highways Team to understand the potential for road closures and ensure minimal disruptions.

- The Director of Artichoke, Helen Marriage, would be invited to the next meeting of the Committee to provide a further update.

9. CITY OF LONDON FESTIVAL

Members received a report of the Director of Culture, Heritage and Libraries in respect of the City of London Festival. Members were reminded that, following further discussions over the summer, the delegated authority agreed by the Committee on 13th July 2015 had been exercised; i.e. an allocation of £355,835 to the City Arts Trust for delivery of the 2016 Festival.

Members discussed the current governance arrangements; in particular the roles of the Chairman and Deputy Chairman as Members of the City Arts Trust Board (i.e. the vehicle which runs the Festival). Concerns were expressed about accountability, particularly as the Bowler Hat loan was still to be repaid.

There was a consensus in that the Festival was a large part of the City's offer and, in order to ensure its continued success, Members asked officers to revisit the governance arrangements and ensure that a clear model of accountability was in place to deliver it; both artistically and financially.

The Director advised that relationships between the CAT and CoL officers could be better defined. However, Members noted that the Festival's outturn was reported regularly to the Chamberlain. Members asked for sight of the documents referred to in the report; i.e. the outline plan for 2016 and the cashflow situation of the Festival, with particular reference to the Bowler Hat Loan, which was approved by the Finance Committee in 2014.

It was suggested that the Barbican Centre could play a stronger role in promoting the Festival and Members noted that they currently assisted with the box office. Whilst not present at the meetings over the summer, the Chairman of the Barbican Centre Board advised that the Barbican's resources were currently stretched and a deeper collaboration, at this stage, would be unlikely.

Mr Boleat put the following Motion, Seconded by Paul Martinelli. There were 14 votes for, none against and 6 abstentions and it was **RESOLVED** - that:

1. The Chairman of the Culture, Heritage and Libraries Committee be asked to resign forthwith her position on the City Arts Trust Board and that the Deputy Chairman be asked not to take up a position on the City Arts Trust Board. (*This would not preclude the Chairman and her Deputy from attending future City Arts Trust Meetings as guests, if the City Arts Trust Board agreed*).
2. The report be noted, with an expectation that further reports be brought during 2015-16, with updates on progress.

10. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of City Arts Initiative recommendations to the Culture, Heritage and Libraries Committee.

RESOLVED - that:

1. Southbank Mosaics CIC be approved, subject to further clarifications.
2. Sokari Douglas Camp be rejected, due to another similarly themed public art installation and unsuitable location.
3. Royal Mail be approved, subject to a suitable alternative location being identified.
4. Christ's Hospital School be approved following the unanimous election of a preferred artist, to be recommended to the applicant.
5. The Rothschild Foundation be approved, subject to further clarifications.

11. **E-BOOKS AND E-AUDIOBOOKS IN BARBICAN AND COMMUNITY LIBRARIES**

The Committee received a report of the Director of Culture, Heritage and Libraries, which provided an update on progress on the introduction of e-Books and e-Audiobooks in our lending libraries, which was relevant to the ongoing wider debates about libraries and digital futures. The Head of Barbican and Community Libraries, who is also the President of the Association of London Chief Librarians, provided an update on a project to renew Freedom Passes in London libraries, for those customers who were not on-line. London Councils had written to the Head of Barbican and Community Libraries, thanking her and colleagues across London for this initiative and would be extending it to all new Freedom Pass applications.

RESOLVED – that, the report be noted.

12. **DECISIONS TAKEN UNDER DELEGATED OR URGENCY PROCEDURES**

The Committee received a report of the Town Clerk in respect of action taken under urgency and delegated authority, since the last meeting of the Committee, as follows:

1. City of London Festival Grant (delegated decision) – also discussed under item 9 on today's agenda.
2. City Arts Initiative: Installation of Lonely Planet Sand Sculptures at Peter's Hill during the Summer (urgent decision)

RESOLVED – that, the report be noted.

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

There were no questions.

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

There were no items.

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.

<u>Item No.</u>	<u>Paragraph No.</u>
16 – 17	3
18 – 19	-

16. **KEATS HOUSE PRICING REVIEW 2015/16**

The Committee approved a report of the Director of Culture, Heritage and Libraries seeking to review the admission charges for Keats House.

17. **LORD MAYOR'S STATE COACH**

The Committee received a resolution from the Policy and Resources Committee from 16th July 2015.

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

There were no questions.

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

The Chairman agreed to the submission of an urgent item of business, as follows:

Service Based Review: Departmental Monitoring - Department of Culture, Heritage and Libraries - the Committee received a report of the Director of Culture, Heritage and Libraries.

The meeting ended at 13:10 pm

Chairman

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Agenda Item 4

Committee: Culture, Heritage and Libraries Committee	Date: 25 November 2015
Subject: Terms of Reference and Frequency of Meetings of the Culture, Heritage and Libraries Committee	Public
Report of: Town Clerk	For Decision

Summary

1. As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all Committees/Boards should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.
2. The current terms of reference of the Culture, Heritage and Libraries Committee are attached as an appendix to this report for your consideration.

Recommendations

1. That, subject to any comments, the Terms of Reference of the Culture, Heritage and Libraries Committee be approved for submission to the Annual Meeting of the Court of Common Council, 2016, as set out in the appendix.
2. The Committee are asked to consider the frequency of their meetings going forward; i.e. 6 meetings a year.

Appendix:

Current Terms of Reference of the Culture Heritage and Libraries Committee.

Contact:

Julie Mayer

Telephone: 020 7332 1410

Email: julie.mayer@cityoflondon.gov.uk

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CULTURE, HERITAGE & LIBRARIES COMMITTEE

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

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

3. **Membership 2015/16**

ALDERMEN

- 2 Sir Roger Gifford
1 Alison Gowman

COMMONERS

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

4. Terms of Reference

To be responsible for:-

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

Committee:	Date:
Culture, Heritage and Libraries Committee	25 November 2015
Subject:	Public
Culture Heritage & Libraries Business Plan 2015-2018 – Q2 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 2 (July – September 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 2. These have been summarised in Appendix A.

Appendix A also sets out performance in Quarter 2 against our key performance indicators and the relevant corporate Service Response Standards. We have met 10 of the 12 reported KPIs with two rated Amber; these are listed in more detail on the appendix.

We have met three of the four reported corporate Service Response Standards with one rated Red.

The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from July - September for the Department of £483K (20.2%) against the overall local risk budget from July - September of £2,388K for 2015/16.

Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on budget 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 2 are also included for your information.

Service Based Review efficiencies are on track.

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

A six month visitor number comparison for the department on a site by site basis is set out at Appendix D.

Recommendations

I recommend that your Committee notes:-

1. The Quarter 2 progress shown against our Key Objectives, KPIs and corporate Service Response Standards as set out in Appendix A;
2. The financial information contained in Appendix B;
3. The Capital Projects spend to date summary at Appendix C; and
4. The Visitor comparison data at Appendix D.

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. 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. At the second quarter stage we have met or exceeded 10 of the 12 KPIs, with two rated Amber. 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 good with 100% of emails to published email addresses being responded to within 1 day (SRS C); results of 60% for responding to specific requests for information (SRS D); 93.2% of all telephone calls answered within the standard (SRS E); and only 4.3% 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 second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in

Appendix B. This reveals a net underspend for the three months from July - September for the Department of £483K (20.2%) against the overall local risk budget from July - September of £2,388K for 2015/16.

7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on budget, 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 September 2015				Forecast for the Year 2015/16		
	Approved Budget 2015/16	Budget Quarter 2	Actuals Quarter 2	Variance Quarter 2	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	8,250	2,077	2,079	2	8,250	8,250	0
CHL City's Cash	290	76	72	(4)	290	290	0
CHL Bridge House Estates *	(525)	(131)	(604)	(473)	(525)	(1,525)	(1,000)
Total Culture, Heritage and Libraries Committee	8,015	2,022	1,547	(475)	8,015	7,015	(1,000)
Total Planning and Transportation Committee	1,408	352	357	5	1,408	1,408	0
Total Culture, Heritage & Libraries Committee - City Surveyors	98	14	1	(13)	98	98	0
TOTAL DIRECTOR OF CULTURE, HERITAGE & LIBRARIES LOCAL RISK	9,521	2,388	1,905	(483)	9,521	8,521	(1,000)

* 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). Income targets will be reviewed upwards during the next Budget Estimates.

Highlights

Some of the highlights of Quarter 2 were:

9. The **London County Council Bomb Damage Maps, 1939-1945**. This new book was compiled by Laurence Ward for London Metropolitan Archives and published by Thames and Hudson ahead of the 75th anniversary of the beginning of the Blitz. The book received a favourable review in The Times, Time Out and a number of other outlets and was featured on BBC London News and BBC Radio London. The book features a full set of the LCC maps along with complementary documents from the LCC archive and photographs of damage to the Square Mile taken by City of London Police officers. The book is available from Guildhall Library and all good booksellers.
10. September saw Guildhall Art Gallery and London's Roman Amphitheatre achieve its **highest-ever visitor figures** since the site opened in 1999. 16,218 visitors enjoyed the exhibition No Colour Bar: Black British Art in Action, 1960-1990, as well as the ever-popular permanent collections of Victorian paintings and scenes of London - boosted by the display of Magna Carta in the Heritage Gallery and the Guildhall Yard monthly markets. One-off events, such as the Son e Lumiere spectacular and the Gladiator Games in the Yard, alongside another successful Open House weekend has ensured a bumper year so far. Meanwhile, the City Information Centre saw 11% growth in footfall year-on-year over Q2, with July showing the strongest recorded figures since the Centre opened in 2007.



11. In July London Metropolitan Archives was delighted to be shortlisted for **The Pilgrim Trust Award for Conservation 2015** for the Conservation of The Great Parchment Book. The award recognises excellence in conserving an individual or collection of cultural heritage objects in the UK. Four shortlisted projects, including the [Great Parchment Book](#), are in with a chance to win a coveted prize fund, trophy and attend the VIP awards ceremony on 22 October at the Institution of Mechanical Engineers. More information about the ICON Conservation Awards is available on the [ICON Conservation Awards website](#).



12. In July the Salters' Company were successful in its **Heritage Lottery Fund** bid for a grant to improve the accommodation for its archives (still held at the Hall) and to run outreach activities on Salters' heritage, in particular sessions for

school groups and others on salt and modern chemistry. LMA are delighted to have supported the bid and to be involved in this trail-blazing project and are looking forward to supporting the science education work which complements its own science in the archives programmes and connects to our other collections.

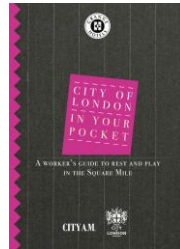


13. On the evening of Saturday 19 September, as part of **London Open House** and the national **Magna Carta 800** Anniversary Programme, Guildhall Library, working with the Guildhall School (production) and Visitor Development Team (marketing, permissions, liaison), staged a stunning light show set to period music that brought the story of Magna Carta to life, lighting up the beautiful façade of the Dance Porch using state of the art 3D projection mapping. The event drew crowds of 1,100 who came to enjoy the show. In light of its success, discussions are underway to host a similar event for the 400th anniversary of the Death of Shakespeare in March 2016.



14. **'Record Breakers'** – the 2015 Summer Reading Challenge - A total of 362 children took part in this year's Summer Reading Challenge at Barbican, Shoe Lane and Artizan Street libraries. To complete the Challenge, they had to read 6 books during the summer holidays and tell staff about them. We obtained a grant from the Cabinet Office's Social Action Fund and 22 'Reading Hacks' (young volunteers aged 14-18) were recruited to assist staff. They put in a total of 262 volunteer hours, listening to the children and helping with events. 203 children completed the Challenge and were presented with medals and certificates by children's author Tracey Corderoy at a ceremony at Guildhall on 30 September.
15. In September, at the Grange Hotel St Paul's, a new printed guide and app were launched to promote City leisure options to the City's workforce. **"In Your**

Pocket – a Workers’ Guide to Rest and Play in the Square Mile” was delivered in partnership with Grange Hotels, City AM and the Diocese of London, and produced by the City’s Visitor Development Team. Sponsorship and advertising income, as well as contributions from other City Corporation departments with an interest in realising its success, helped to ensure the guide was cost neutral for CHL while achieving visitor and cultural strategy objectives around greater engagement with the City’s working communities. Distribution of the guide included 80,000 with City AM, 11,000 with Commercial Property Register and 27,000 with City View.



16. **The Romans are back:** a partnership with Museum of London - in August, the Museum of London returned to Guildhall Yard to present the Gladiator Games in a run of ten shows which achieved sales of 74% of capacity (7,369 visitors). The Billingsgate Roman Bathhouse was reopened to the public on 5 September. For a small admission fee, visitors can view the bathhouse at weekends with a guided tour delivered by Museum of London experts. The pilot programme (which runs to mid-December) saw 320 paying visitors in September with an additional 1,850 visitors taking advantage of free admission over the London Open House weekend (19-20 September).
17. Responding to customer feedback, the City Business Library launched a **business planning hour** service in August 2015. A qualified and experienced Business Coach, Mentor and Trainer, Veronica Broomes, delivers 121 sessions as part of an extensive business focused workshop/seminar/event programme. The sessions were booked out soon after the launch. The intention is to find solutions that promote business growth, achieve higher revenue targets and reduce the time taken to launch new services and products.
18. In order to increase City Business Library income and transform the use of the corridor by The Exchange, the Manager’s office was vacated to enable us to repurpose the space as a **meeting room for hire**. The set-up costs were minimal, only requiring the purchase of new chairs and re-decorating. We advertised the room within the City Business Library and on our website. In order to support business growth we wanted to offer customers affordable meeting room space and it was therefore priced very competitively at £10 per hour. Since launching the space in July it has generated an additional £1,900 in income across Q2 and is now the most popular room within the portfolio. Based on the current run rate of Q2, this room is forecasted to make an additional £5.5k income this financial year.
19. Barbican and Community Libraries has a popular, topical and expanding **health and wellbeing programme** which supports the public health agenda and the work of colleagues in the Department of Community and Children’s Services. In this quarter, the three lending libraries provided 20 drop-in health MOT sessions (blood pressure, cholesterol and BMI checks plus diabetes risk assessments); 6

therapeutic reading sessions in 2 community locations; an “Emergency First-Aid for Babies” session in partnership with the London Ambulance Service; further dementia awareness training for staff and Members - all our lending libraries are now part of the Dementia Friendly Community. Additionally, the programme of exercise classes at Artizan Street and monthly podiatrist visits for Middlesex Street residents continues to be very well-used.

20. **Lights! Camera! Action!** Barbican Children’s Library has been successful in its bid to The Big Lottery Fund for a grant of £8,850 to hold a series of 10 literacy workshops for KS2/3 children through the medium of film. In partnership with Studio Film School the workshops will take place during school holidays over the next 12 months.

Visitor Comparison Data

21. A six month visitor number comparison report for the department on a site by site basis is set out at Appendix D. This report gives the whole year figure for 2014/15 of 1,912,671 and the first six monthly figure of 1,211,851 for 2015/16. This represents a significant increase in visitor numbers across the department.

Property Considerations

22. 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

23. Pursuant to 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, Resource Allocation Sub Committee and Policy & Resources Committees. A specialist project manager is currently being procured to manage the implementation of the first phase, which consists of the invasive investigation work needed to identify the exact amount of repair/conservation work the coach needs and prioritize the repair works uncovered by the investigation. If any urgent repair works come to light, they will be dealt with before getting the coach ready for the Lord Mayor’s Show. 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, for the foreseeable future.

London Metropolitan Archives Roof Project

24. 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 currently scheduled to start in February 2016 completing

before calendar year end 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

25. The development of Phase 1, Horace Jones House is now 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, a new security control room and a loading bay with access from Tower Bridge Road.
26. 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

27. 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 3/4 report, seeking approval to the landscaping in 2016 in conjunction with Skanska, has been delayed and is not expected until January 2016. So far, an 'Urban / Landscape Design Brief' has been produced by DBE, following the Working Party meetings attended also by the City Surveyor. Completion is still expected in 2016 to coincide with the 350th anniversary of the Great Fire next year.

Strategic Implications

28. 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

29. 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
Appendix D – Visitor Charts and comparisons

Background Papers:

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

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Progress against Key Objectives and Key Performance Indicators 2015-2016 – Quarter 2 (01/07/15 – 30/09/15)

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	Restructure complete.	Staff structure in place delivering £25k savings in 2015/16	A contract with Take One Media has been secured, selling CIC racks and screen space; the contract will earn £2k in 2015/16 and a guaranteed £12k in 2016/17. Overall, £67k is realised in savings for 2015/16 (63% of CIC SBR), with a further 9.5% secured for 2016/17.		G
	31/03/16	At least 33% of sponsorship agreed.	FX Service installed in June 2015 generating income of £40k in 2015/16			
	31/03/16	Introduce FX service.	Total saving realised in Q1 is £65k – 62% of total.			
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library	31/12/15	Reconfiguration plans for Barbican Library produced.	Gateway 1/2 reports for each project approved at Projects Sub (Policy & Resources Committee) 6/5/15.	Discussion with the City Surveyor and the Chamberlain around the location of the budget to hire a consultant is ongoing but has delayed progress. We expect to have resolution on this within the next month		A
	31/03/16	Shoe Lane reconfigured.	The City Surveyor			

			is currently appointing an external consultant to plan and cost the projects.			
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	<p>Meetings held with the National Trust, and local volunteer representative, to invite them to make proposals. Currently awaiting their response.</p> <p>Continuing to work with neighbours on fundraising possibilities. London universities have declined.</p> <p>House curator is scoping a brief for further consultancy work on income streams and business models.</p>	Specialist consultant procured (Team Tourism); options report with recommendations due in Q4 (January 2016).		G

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, Sept., Oct. and Dec 2015 Gladiator Games (produced by Museum of London) confirmed as major event in Yard - August 2015 and Guildhall Library / GSMD collaboration – a Son et Lumiere in celebration of MC800 – is scheduled for September 2015	2 markets held in Q2 (July and September) bringing annual total to 5 to date (each market is attracting c.1500 visitors) Gladiator Games held in August (reaching 74.4% of total capacity / 7,369 seats sold); Son et Lumiere held in Sept. attracting 1,100 visitors. This achieves the target of two major events over the year. Further events and markets for Q3 and Q4 are currently under negotiation.		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	Chief officer consultation on the revised draft strategy to take place in Q3.		G
6) To embed the Tower Bridge online retail	31/12/15	Achieve 3% of retail/ticket sales	Project progressing to schedule with	Online ticketing element is performing well and on track to		G

offering and to achieve 5% of ticket sales/retail via this method.	31/03/16	online Achieve 5% of retail/ticket sales online	the new system to 'go live' by last week of September 2015.	meet the December target.		
Note for KPI 6:	<i>Severe dependency failure experienced by external developer two weeks from project 'go live' date. Contingency plan actioned: CoL project officer identified what now looks to be a more comprehensive, higher quality and cheaper online retail solution which aligns with the Barbican's current offering. This is being developed 'in house' and is due to go live late November to capture Christmas trade.</i>					

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.	Work on contract novation with Ancestry has been completed and phase two of this programme will begin shortly. Progress with scoping bids to HLF and Wellcome continues. 19,014 digital images were created.		G
8) Select and implement new Library Management System	31/03/15 30/06/15 31/12/15	Tender stage reached. System/Supplier selected.	Tender documents received from 4 suppliers. All bids were scored by the panel comprising	The project has advanced to configuration / implementation stage. There has been good progress on stage 1 training (training from supplier to staff), data		G

		System implemented.	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).	mapping and system build. Go-live date is on track for the end of January 2016		
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	Tekpool have been selected as the third-party supplier of the public IT Infrastructure and a grant of £100K awarded from the City for implementation. Site surveys have been completed, the new lease lines are on order and the technical work has been initiated.		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) N.B. Quarterly reports reflect calendar quarters and <u>not</u> fiscal year as data collection causes three month lag.	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.	For Q2 (Apr to Jun 2015); the VAM records -4% year on year with a drop of -2% over Q1 and Q2 (Jan-June). Specifically, June shows growth of +1% with, Apr at -10% and May at -2%. (Total visits to date: 3,118,511).		A
Note for KPI 10:	<p><i>This is probably due to the strength of the £ and reflects London more generally, albeit it is the free attractions that are showing sharp falls. Despite this, smaller attractions/ services, like the CIC and Guildhall Art Gallery are recording record admissions.</i></p> <p><i>The new exhibition at Museum of London and other incentives may help to rebalance figures in Q3 but it is likely the target year-on-year will not be achieved.</i></p>					

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	Establish partnerships, working groups and appropriate links in support of the Great Fire 350	Steering Group and Project Board established for Great Fire 350.	Steering Group and Project Board for Great Fire 350 continue to meet.		G
	21/09/15	Deliver City programme of visitor events for Magna Carta 800	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 up rate for brochures (benchmark for successful campaigns is 75%)	In Q2, MC800 events reached their conclusion with record numbers of 16,218 achieved at Guildhall Art Gallery (busiest month since opening in 1999). MC800 activities there included No Colour Bar and Heritage Gallery with Magna Carta on display.		
	04/01/16	Establish collective programme and deliver campaign in support of the City's response to Shakespeare 400		In addition, 1,206 enjoyed free Magna Carta walks from June to Sep and the MC800 Son et Lumiere (Sept) attracted crowds of 1,100 to Guildhall Yard. At the end of its run, the City's MC800 leaflet achieved an 86% pick up across London (benchmark for successful campaigns is 75%).		
	31/03/16	Establish supporting programme with Guildhall visitor assets for Battle of the Somme exhibition in Yard		Shakespeare 400 arrangements and partnerships continue to be under negotiation (with Globe and others).		
	31/03/16	Assess and agree Artichoke and City draft programme for Great Fire 350 to meet with City funding objectives	All other planned events in Guildhall Yard are programmed for Q2			

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.	Project Board, including two external advisors, has met and decided scope and reporting schedule. Report due March 2016.		G
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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%	100%			Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	100%	60%			Red
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	92.4%	93.2%			Green
SRS F	% of calls answered by voicemail	<10%	2.5%	4.3%			Green
NOTES	<ul style="list-style-type: none"> SRS A and SRS B are not applicable for Culture Heritage & Libraries Department. SRS D - small sample size of 5 means results are skewed. 						

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

	Latest Approved Budget 2015/16 £'000	3 months to 30th September 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Culture, Heritage and Libraries (City Fund)								
Guildhall Library, Bibliographical Services & CBL	1,580	399	395	(4)	1,580	1,580	0	1
Barbican and Community Libraries	1,676	424	429	5	1,676	1,676	0	
Artizan Street Community Centre and Library	227	57	12	(45)	227	227	0	
Central Management of Culture Heritage and Libraries	677	169	188	19	677	677	0	
Guildhall Art Gallery	363	91	80	(11)	363	363	0	
London Metropolitan Archives	2,051	516	519	3	2,051	2,051	0	
City Records Services	1,052	263	278	15	1,052	1,052	0	
Visitor Services and City Information Centre	624	158	178	20	624	624	0	
	8,250	2,077	2,079	2	8,250	8,250	0	
Culture, Heritage and Libraries (City's Cash)								
Keats House	185	46	77	31	185	185	0	2
The Great Fire (Artichoke)	300	75	75	0	300	300	0	3
Monument (City Cash)	(195)	(45)	(80)	(35)	(195)	(195)	0	
	290	76	72	(4)	290	290	0	
Culture, Heritage and Libraries (Bridge House Estates)								
Tower Bridge Tourism	(525)	(131)	(604)	(473)	(525)	(1,525)	(1,000)	4
	(525)	(131)	(604)	(473)	(525)	(1,525)	(1,000)	
Total Culture, Heritage and Libraries Committee	8,015	2,022	1,547	(475)	8,015	7,015	(1,000)	
Total Planning and Transportation Committee	1,408	352	357	5	1,408	1,408	0	
Total Culture, Heritage and Libraries Committee - City Surveyors	98	14	1	(13)	98	98	0	
TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK	9,521	2,388	1,905	(483)	9,521	8,521	(1,000)	

Notes:

- The main reasons for the underspend at Artizan St Library is due to income being overdue at the end of quarter 1. This was paid during quarter 2. The library also received a rates refund during the second quarter.
- The main reasons for the overspend at Keats House is due to fees being paid in advance for the year and timing delays over the income from the bookshop.
- The main reason for the surplus at the Monument is due to timing differences over various areas of expenditure, including minor works, professional fees and advertising.
- The main reason for the surplus are due to income targets being exceeded at Tower Bridge by 34% for the first 6 months of the year and delays over minor works expenses.
The main reasons for the £1m forecasted surplus, are due to income targets being by exceeded an expected 17% (£800K) and minor works projects being postponed until the following financial year (£200K). Income targets will be reviewed upwards during the next Budget Estimates.

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

Appendix B(ii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 30th September 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Planning and Transportation (Bridge House Estates)								
Tower Bridge Operational	1,408	352	357	5	1,408	1,408	0	
Total Planning and Transportation Committee	1,408	352	357	5	1,408	1,408	0	
TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK	1,408	352	357	5	1,408	1,408	0	

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2015 Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 30th September 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
City Surveyor (City Fund)								
Lower Thames Street - Roman Bath	8	2	0	(2)	8	8	0	
	8	2	0	(2)	8	8	0	
City Surveyor (City's Cash)								
Mayoralty and Shrievalty	90	12	1	(11)	90	90	0	
	90	12	1	(11)	90	90	0	
TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK	98	14	1	(13)	98	98	0	

Notes:

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Capital Projects - Quarter 2, 2015-16 update

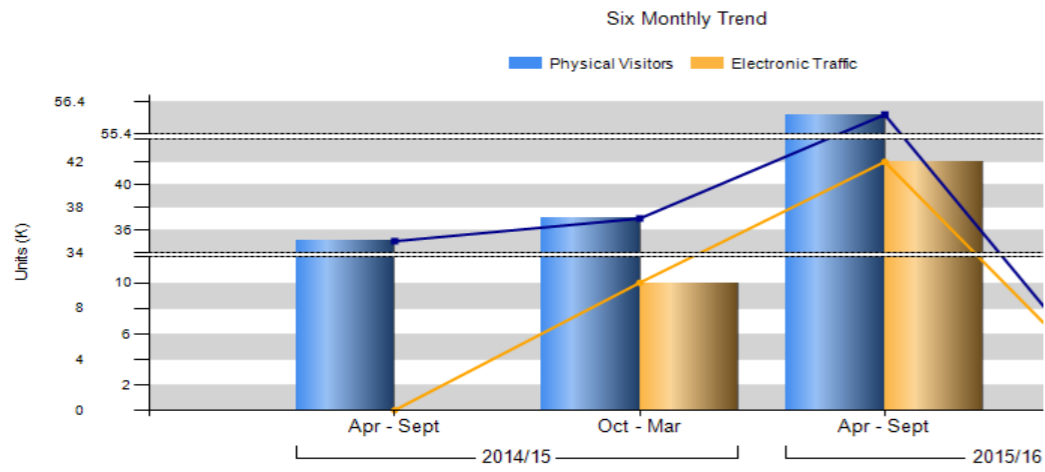
Planning Ahead - The following Culture Heritage & Libraries projects may require between £8.191m and £13.141m of capital expenditure in the next 5 years.

Brief description of potential project	Estimated cost	Expended to 30 September 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 Bridgmaster'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	£3k	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

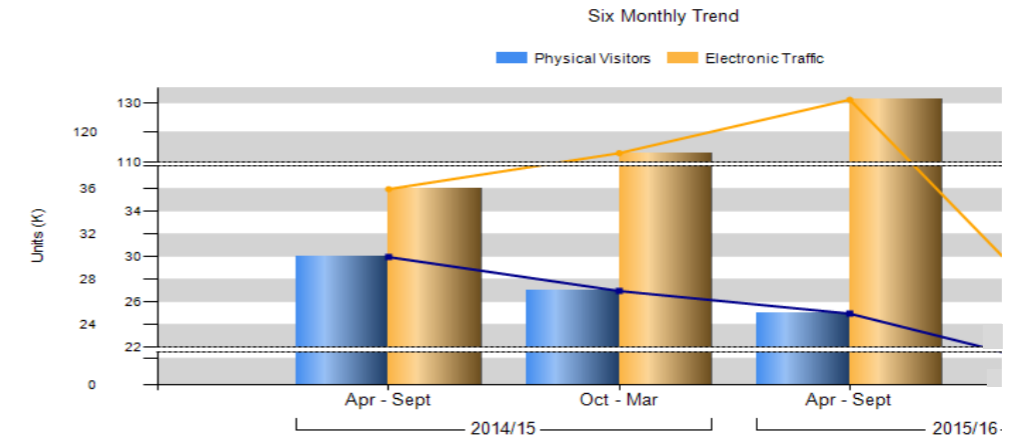
London Metropolitan Archives Future Accommodation Planning	Up to £5m	£0	City Fund	Overall Programme July 2015 to February 2016, with potential to lead on to a longer substantive capital project
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Six Monthly Visitor number/Electronic Traffic Comparison April - Sept. - Culture Heritage & Libraries

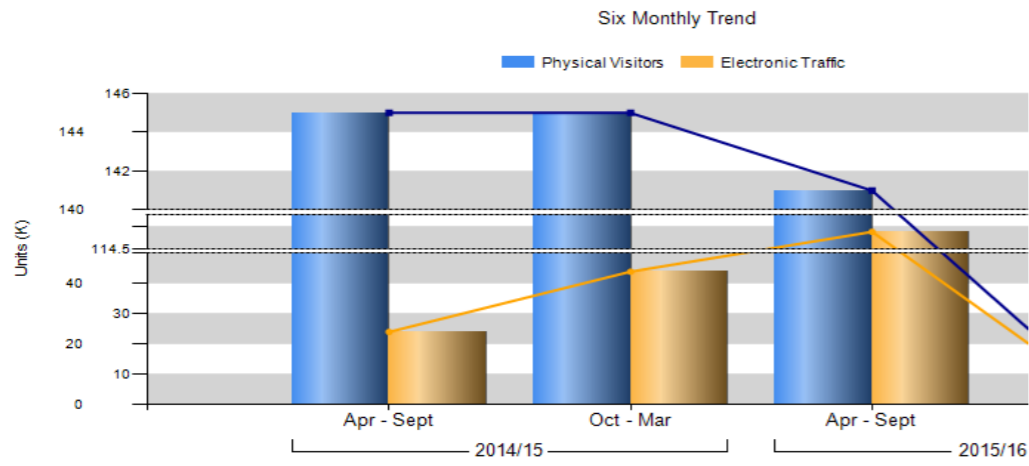
Artizan Street Library & Community Centre



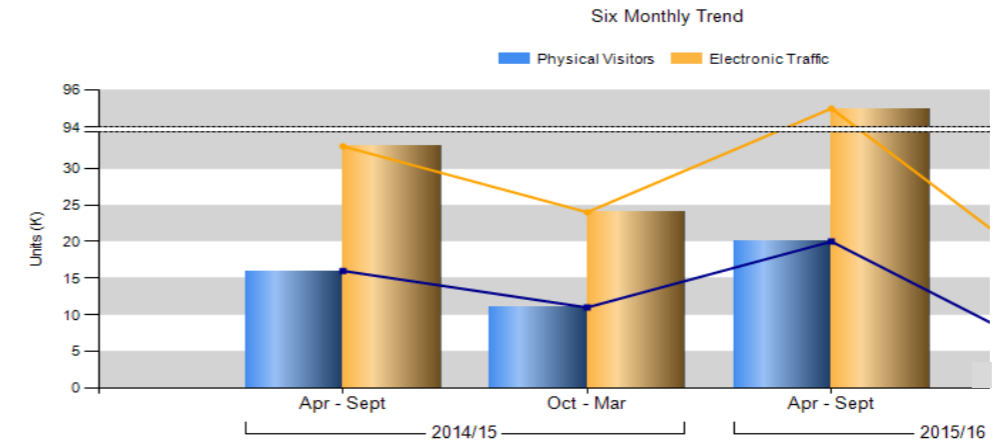
Guildhall Library



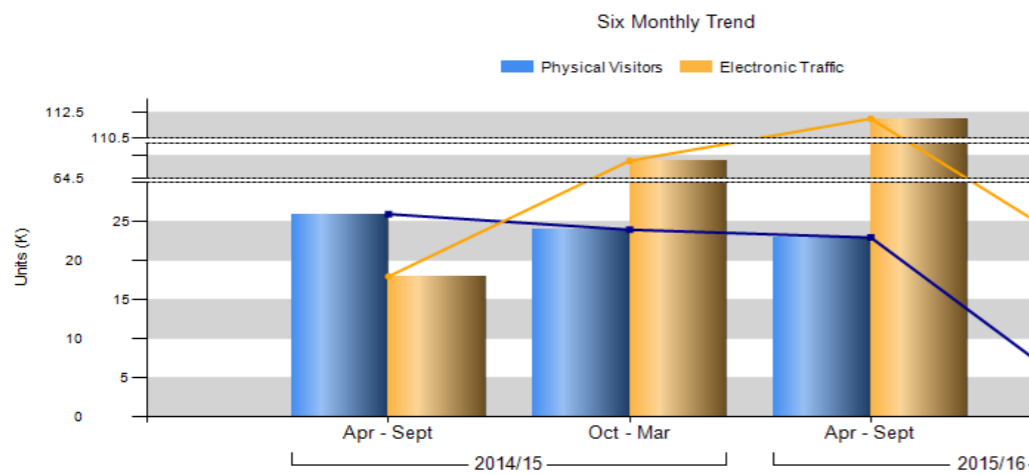
Barbican Library



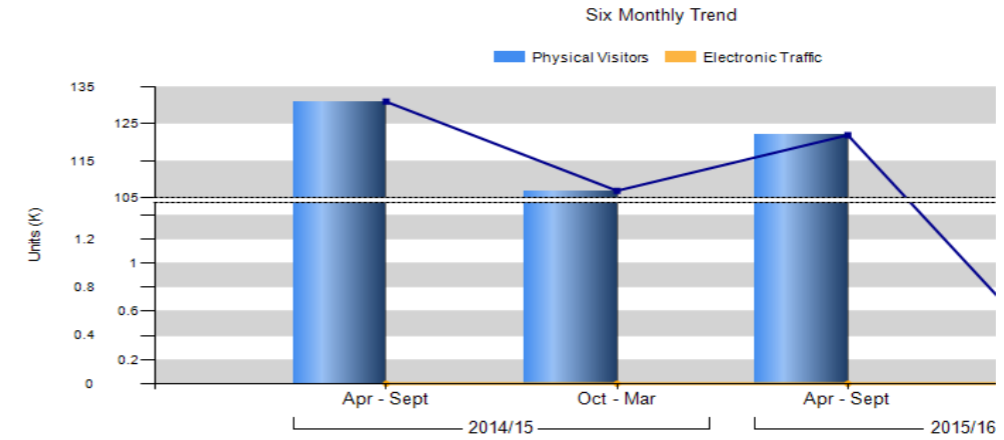
Keats House



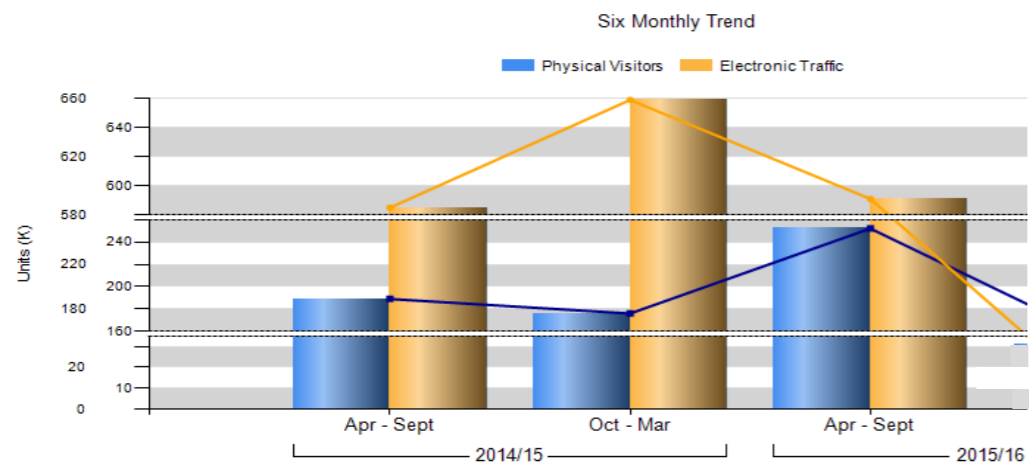
City Business Library



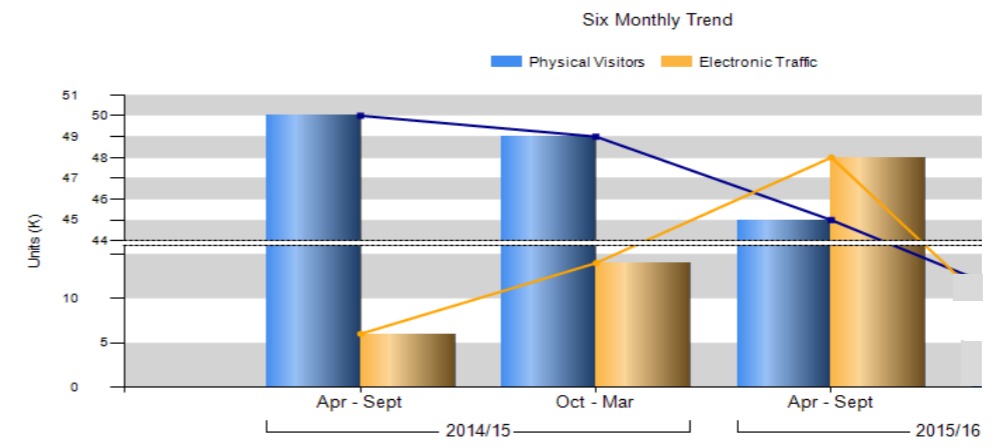
The Monument



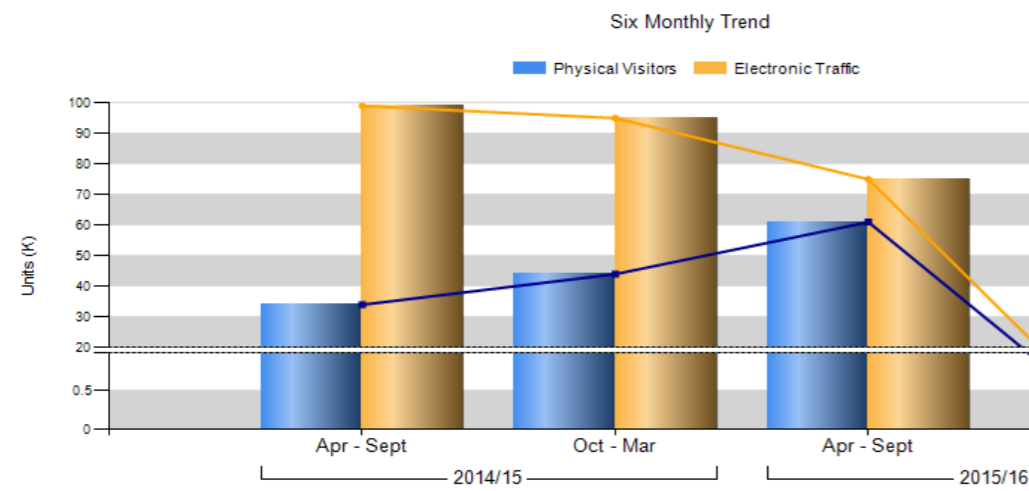
City Information Centre



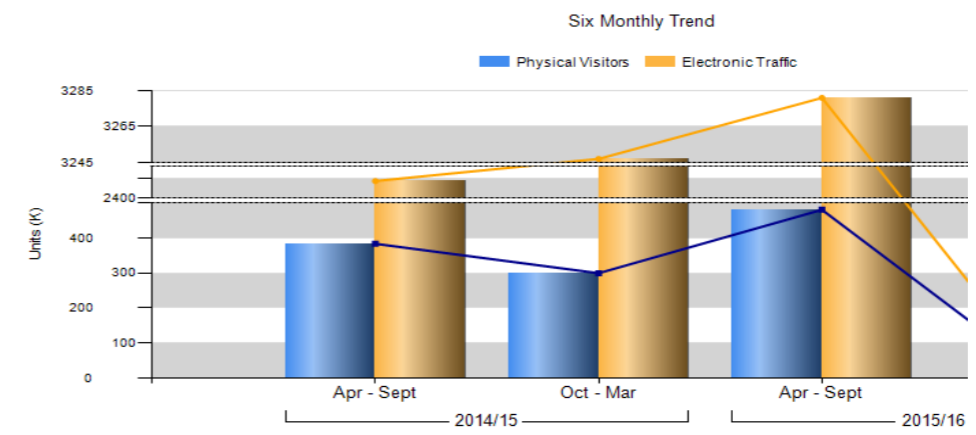
Shoe Lane Library



Guildhall Art Gallery



Tower Bridge



CHL VISITOR NUMBERS REPORT - 6 MONTHS

	Artizan	Barbican	CBL	CIC	GAG	GHL	KH	LMA	Mon	Shoe	TB
April-Sept 2015	55539	142016	24300	217429	61314	21553	20034	14845	122189	52066	480566
April-Sept 2014	34729	144773	25314	159443	34277	25535	15447	12408	129799	48821	383159

KEY:

Artizan = Artizan Street Library
 Barbican = Barbican Library
 CBL = City Business Library
 CIC = City Information Centre
 GAG = Guildhall Art Gallery
 GHL = Guildhall Library
 KH = Keats House
 LMA = London Metropolitan Archives
 Mon = Monument
 Shoe = Shoe Lane
 TB = Tower Bridge

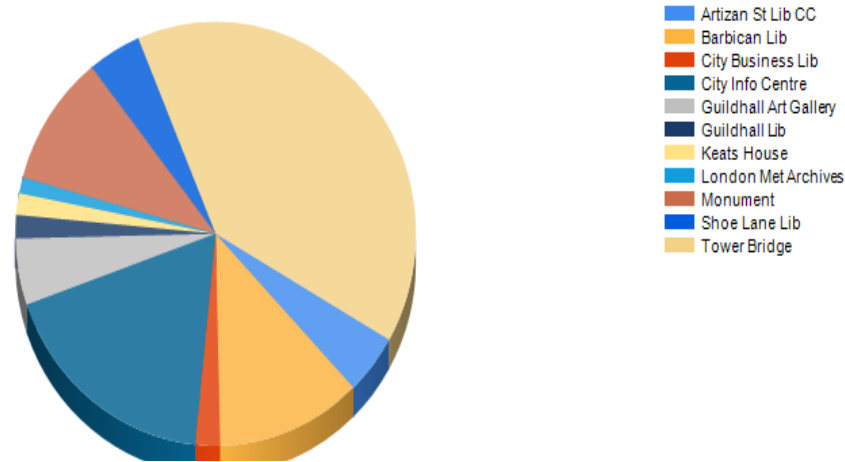
Total Nos.	
2015/16	1211851
2014/15	1013705

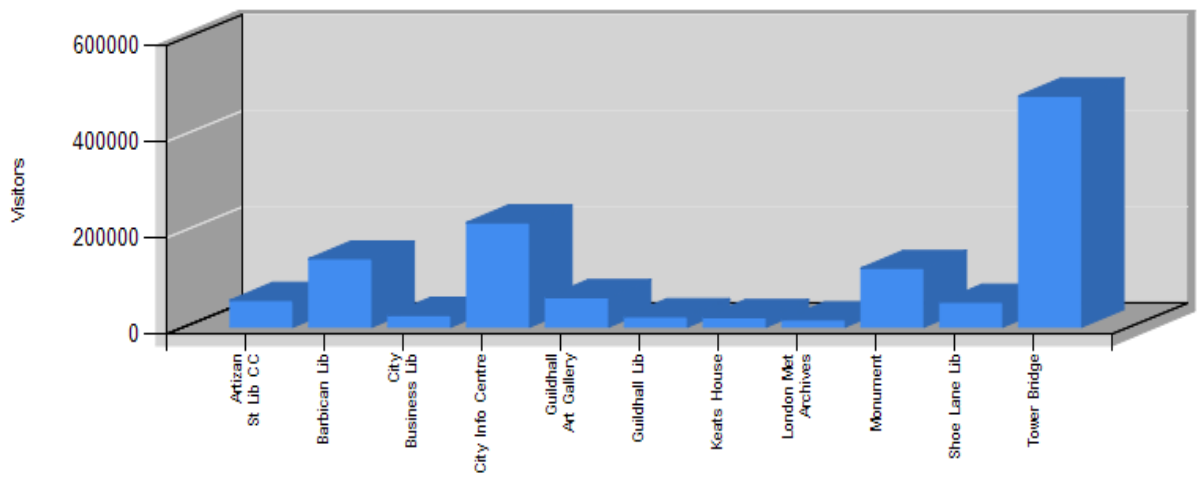


City of London Corporation

Percentage by Service

Visitors for year - 2015/16





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Agenda Item 6

Committee(s)	Dated:
Culture, Heritage and Libraries	25/11/2015
Subject: Revenue and Capital Budgets – 2016/17	Public
Report of: The Chamberlain Director of Culture, Heritage and Libraries	For Decision

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budget for 2016/17, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The budgets have been prepared within the resources allocated to the Director.

Summary Of Table 2	Latest Approved Budget 2015/16 £'000	Original Budget 2016/17 £'000	Movement £'000
Expenditure	22,101	21,440	(661)
Income	(6,967)	(6,871)	96
Recharges	6,101	6,196	95
Total Net Expenditure	21,235	20,765	(470)

Overall, the 2016/17 provisional revenue budget totals £20.765m, a decrease of £470,000 compared with the latest approved budget for 2015/16. Main reasons for this decrease are :-

- Latest Approved budget for 2015/16 included expenditure of £162,000 funded from the previous year's underspend.

- Savings as a result of the Service Based Reviews totalling £570,000, as previously agreed by this Committee.
- Increase in the City Surveyor's repairs and maintenance programme of £172,000.
- Increase to the local risk budgets following the net 1.5% allowance given towards any potential pay and price increases of £113,000.
- Increase in recharges of £95,000 due to increased repairs and maintenance charges at the Guildhall Complex, partly offset by a fall in capital costs and support services costs.

Recommendations

Members are asked to:

1. review the provisional 2016/17 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
2. review and approve the draft capital budget;
3. authorise the Chamberlain, in consultation with the Director of Culture, Heritage and Libraries, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews and changes to the Additional Works Programme.

If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Main Report

Introduction

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

2. This report sets out the proposed revenue budget and capital budgets for 2016/17. The revenue budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

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

The four Strategic Aims are:

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

Proposed Revenue Budget for 2016/17

6. The proposed Revenue Budget for 2016/17 shown in Table 1 is analysed between:
 - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Recharges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

7. The provisional 2016/17 budgets, under the control of the Director of Culture, Heritage and Libraries being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. An allowance was given towards any potential pay and price increases of 2% in 2015/16 (already applied) and a further 1.5% in 2016/17. The budget has been prepared within the resources allocated to the Director.
8. The Service Based Review aims to deliver sustainable savings and / or increased income in order to balance City Fund and City's Cash over the medium term. The proposals approved by the Policy & Resources Committee included a total of £1,347K (over 3 years) for this Committee. The agreed proposals reflected in the 2016/17 budgets are a total of £570K.
9. Most Service Based Review savings are currently expected to be met and are identified as green in terms of their RAG status. Work continues on identifying the best way to implement the Keats House saving of £220K in 2017/18 which currently has an Amber rating.

TABLE 1 CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY– ALL FUNDS

Analysis of Service Expenditure	Local or Central Risk	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	9,413	9,918	9,787	(131)	12
Employees (redundancy costs)	C	1	1	-	(1)	
Premises Related Expenses	L	800	1,497	1,430	(67)	13
Premises Related Expenses *	C	975	993	1,036	43	
City Surveyor – Repairs & Maintenance	L	649	656	871	215	14
Transport Related Expenses	L	85	85	85	-	
Supplies & Services	L	3,041	3,185	2,494	(691)	15
Supplies & Services (Grants to outside bodies)	C	5,677	5,677	5,649	(28)	
Capital Charges – City's Cash & BHE	C	212	89	88	(1)	
Total Expenditure		20,853	22,101	21,440	(661)	
INCOME						
Other Grants, Reimbursements and Contribution	L	(474)	(312)	(134)	178	15
City's Cash contribution to Keats House	C	(266)	-	-	-	
Customer, Client Receipts	L	(6,850)	(6,577)	(6,659)	(82)	16
LMA Rental Income	C	(106)	(78)	(78)	-	
Total Income		(7,696)	(6,967)	(6,871)	96	
TOTAL EXPENDITURE/ (INCOME) BEFORE RECHARGES		13,157	15,134	14,569	(565)	
RECHARGES						
Central Support Services and Capital Charges – City Fund		6,050	6,472	6,567	95	17
Recharges within Fund		91	85	85	-	
Recharges Across Funds		(456)	(456)	(456)	-	
Total Recharges		5,685	6,101	6,196	95	
TOTAL NET EXPENDITURE/(INCOME)		18,842	21,235	20,765	(470)	

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

10. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
11. Overall there is a decrease of £470,000 in the overall budget between the 2015/16 latest approved budget and the 2016/17 original budget. This movement is explained in the following paragraphs.
12. The decrease to the local risk Employees budget is due to a number of posts being deleted as part of the Service Based Review savings. The decrease has been offset in part by an allowance of 1.5% in respect of any potential pay award, anticipated incremental rises and an estimated increase of 2.2% to the rate for National Insurance, which takes effect from 1 April 2016. The decrease in full-time equivalent staff at the Information Services Section, Barbican and Community Libraries, Artizan Street Library, Directorate, London Metropolitan Archives and City Records Services are as a result of efficiency savings arising from the Service Based Reviews, with a further reduction of staff at the LMA as a result of staff being funded by grants which finish in 2015/16. An analysis of the movement in manpower and related staff costs are shown in Table 2 below.

Table 2 - Manpower statement	Latest Approved Budget 2015/16		Original Budget 2016/17	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Guildhall Library and Information Services Section	22.00	897	19.00	848
City Business Library	5.50	250	5.50	259
Barbican and Community Libraries	40.86	1,474	37.21	1,443
Artizan Street Library	8.00	252	7.50	250
Culture Heritage & Libraries Directorate	14.28	623	13.28	605
Guildhall Art Gallery	7.96	323	7.46	309
London Metropolitan Archives	53.09	2,211	47.91	2,048
City Records Services	23.74	991	22.80	981
Keats House	5.01	206	5.01	203
Visitor Services & City Information Centre	10.14	436	10.24	449
Monument	6.58	251	6.57	265
Tower Bridge Tourism	47.87	2,004	47.83	2,127
TOTAL CULTURE, HERITAGE AND LIBRARIES	245.03	9,918	230.31	9,787

13. The decrease of £67,000 to the local risk budget for Premises Related Expenses is mainly due to a reduction in planned minor works at Tower Bridge of £74,000, offset by a £6,000 increase in planned minor works at the Monument.
14. The 2015/16 Latest Approved Budget reflects the re-allocation of the full 2015/16 Additional Works Programme to reflect the expenditure that is anticipated will be incurred in the year. Please see the detailed breakdown in Table 3 below.

The reduction at the Guildhall Art Gallery is due to some of the works previously identified as being funded from AWP moving to the Capital Programme and the level of work identified in the AWP at the Gallery reducing during 2016/17.

The increases at both London Metropolitan Archives and Keats House is a result of greater value works in these locations than in previous years. The works are part of a cycle and reflect the work that needs to be done in that particular year.

The Latest Approved Budgets reflects the work to be undertaken in 2015/16. The Original 2016/17 budgets reflects the balances from continuing earlier live programmes plus the new 2016/17 projects (£5.5m) endorsed by Corporate Asset Sub Committee in October 2015.

The Building Repairs Maintenance costs, which were originally assessed on a square foot basis, are now based on the individual assets of each property.

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

TABLE 3 - CITY SURVEYOR LOCAL RISK	Latest Approved Budget 2015/16 £'000	Original Budget 2016/17 £'000
Repairs & Maintenance		
Additional Works Programme		
Guildhall Library	-	1
Barbican and Community Libraries	17	34
Guildhall Art Gallery	115	12
London Metropolitan Archives	95	294
Keats House	22	87
Monument	22	1
Roman Bath House	12	27
Mayoralty and Shrievalty	2	35

Planned & Reactive Works (Breakdown & Servicing)		
Barbican and Community Libraries	10	10
Guildhall Art Gallery	8	8
London Metropolitan Archives	66	66
Keats House	34	34
Visitor Services & City Information Centre	19	19
Monument	14	14
Cleaning	220	229
Total City Surveyor	656	871

15. The decrease of £691,000 to the local risk budget for Supplies and Services is mainly due to the fallout of various grants totalling £473,000, in particular the funding from Finance Committee of £300,000 towards the Great Fire's 350th Anniversary, which at this stage has only been awarded for 2015/16. Also, there were carry forward requests included in 2015/16 budgets as a result of the 2014/15 underspend of £162,000.
16. The increase of £82,000 to the local risk budgets for Customer, Client Receipts is mainly due to increased income at London Metropolitan Archives of £45,000 as a result of the Service Based Review proposals, along with various other smaller departmental initiatives to raise additional income for the department.
17. The increase of £95,000 to Support Services and Capital Charges (City Fund) is mainly due to an increase in Guildhall Admin charges of £271,000 as a result of increased Repairs and Maintenance costs (including AWP works) on the Guildhall Complex. These are partly offset by a fall in capital costs of £126,000 and support services costs of £48,000. Appendix 2 provides an analysis of Support Services and Capital Costs.

Potential Further Budget Developments

18. The provisional nature of the 2015/16 and 2016/17 revenue budgets recognises that further revisions may be required, including in relation to:
 - budget reductions to capture savings arising from the on-going Service Based Review;
 - decisions on funding of the Additional Works Programme by the Resource Allocation Sub Committee.
 - if specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the

substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

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

Revenue Budget 2015/16

19. The forecast outturn for the current year is £20.585m compared to the latest approved budget of £21.235m showing a potential underspend of £650,000. This potential underspend relates to a significant increase in income for the first half of the year at Tower Bridge.
20. The movement between 2015/16 Original and Latest Approved Budget is detailed in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Table 4

Capital & Supplementary Revenue projects - latest estimated costs							
Service Managed	Project	Exp. Pre 01/04/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
CITY FUND							
<u>Pre-implementation</u>							
London Metropolitan Archives	Roof replacement		25	65			90
London Metropolitan Archives	Future accommodation		14				14
Libraries	Barbican Library transformation		42				42
Libraries	Shoe Lane Library transformation		35				35
<u>Authority to start work granted</u>							
Libraries	Artizan Street Library	302	65				367
Guildhall Art Gallery	Lighting replacement	536	8				544
Libraries & LMA general	IT & Infrastructure		96				96
TOTAL CITY FUND		838	285	65	0	0	1,188
CITY'S CASH							
<u>Pre-implementation</u>							
Mayoralty & Shrievalty	Lord Mayor's Carriage		26				26
<u>Authority to start work granted</u>							
Guildhall Art Gallery	Heritage Gallery	509	17				526
The Monument	Additional works	3	10	92			105
Mayoralty & Shrievalty	Historic carriages	190	9				199
TOTAL CITY'S CASH		702	62	92	0	0	856
BRIDGE HOUSE ESTATES							
<u>Pre-implementation</u>							
Tower Bridge Tourism	Engine rooms/Reception/Gift shop		8	10			18
Bridges Repairs Fund	High level walkways & roof coverings		11	28	1		40
TOTAL BRIDGE HOUSE ESTATES		0	19	38	1	0	58
TOTAL		1,540	366	195	1	0	2,102

22. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
23. Subject to authority to start work, the implementation phases of the LMA roof replacement and the repairs to the Lord Mayor's carriage projects are due to begin in the last quarter of 2015/16, whilst the two Tower Bridge schemes are planned to commence in 2016/17.
24. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2016.

Appendices

- Appendix 1 – Analysis by Service Managed
- Appendix 2 – Recharges from/to Culture, Heritage and Libraries
- Appendix 3 – Original to Latest Approved Local Risk Budget

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APPENDIX 1

Analysis by Service Managed	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph Reference
CITY FUND					
Guildhall Library, Information Services Section and City Business Library	1,698	1,881	1,751	(130)	12,15
Barbican and Community Libraries	2,643	2,805	2,709	(96)	12,15
Artizan Street Library	302	276	313	37	
Culture Heritage & Libraries Directorate^	8,379	8,303	8,322	19	
Guildhall Art Gallery	2,299	2,602	2,552	(50)	14,17
London Metropolitan Archives	3,180	3,124	3,130	6	
City Records Services	905	994	980	(14)	
Visitor Services & City Information Centre	900	804	822	18	
Roman Bath House (City Surveyor)	97	96	97	1	
Roman Remains and Guildhall Complex Land (City Surveyor)	80	34	50	16	
TOTAL CITY FUND	20,483	20,919	20,726	(193)	
CITY'S CASH					
Keats House	-	316	386	70	14
Heritage Gallery	15	26	26	-	
Artichoke Great Fire Monument	-	300	-	(300)	15
Mayoralty & Shrievalty (City Surveyor)	(154)	(100)	(163)	(63)	15
	112	113	151	38	
TOTAL CITY'S CASH	(27)	655	400	(255)	
BRIDGE HOUSE ESTATES					
Tower Bridge Tourism	(1,614)	(339)	(361)	(22)	
TOTAL BRIDGE HOUSE ESTATES	(1,614)	(339)	(361)	(22)	
TOTAL	18,842	21,235	20,765	(470)	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.8m of Capital Recharges for 2015/16 and 2016/17, as well as a grant to the Museum of London for £5.3m for 2015/16 and 2016/17.

APPENDIX 2

Recharges from/to Culture, Heritage and Libraries	Actual	Latest Approved Budget	Original Budget
	2014/15 £000	2015/16 £000	2016/17 £000
Support Service and Capital Charges			
Administrative Buildings	1,989	2,167	2,438
City Surveyor's Employee Recharge	168	152	152
Insurance	316	256	266
IS Recharges - Chamberlain	856	826	814
Capital Charges – City Fund	1,856	2,140	2,014
Support Services -			
Chamberlain and CLPS	337	349	341
Comptroller and City Solicitor	31	33	31
Town Clerk	458	515	477
City Surveyor	32	34	34
Support services with Other services*	7	-	-
Total Support Services and Capital Charges	6,050	6,472	6,567
Recharges Within Funds			
Utilities recharge - Barbican Centre	237	231	231
Corporate and Democratic Core – Finance Committee	(146)	(146)	(146)
Recharges Across Funds			
Support Services – CHL Guildhall Administration	(456)	(456)	(456)
TOTAL SUPPORT SERVICE AND CAPITAL CHARGES	5,685	6,101	6,196

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

APPENDIX 3

Original to Latest Approved Local Risk Budget	£000
Original Local Risk Budget	8,337
City Fund and City's Cash carry forwards	162
All funds contribution pay, budget uplift	336
City Fund and City's Cash budget virements uplift, mainly due to a transfer of £45,000 from Community and Children's Services for Barbican Library's work with children	37
Bridge House Estates – Income targets increased at Tower Bridge due to excellent performance during the first six months of the year	(350)
City Surveyor local risk changes in the phasing over the 3 year cycle of each of the Additional Works Programmes	(70)
Latest Approved Local Risk Budget	8,452

Committee:	Date:
Culture, Heritage and Libraries Committee	25 November 2015
Subject:	Public
Departmental Risk Report – Q1/Q2	
Report of:	For Information
Director of Culture, Heritage and Libraries	
<p><u>Summary</u></p> <ul style="list-style-type: none"> • This report has been produced to provide your committee with assurance that risk management procedures in place within the Culture Heritage & Libraries Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework. • Departmental risks are reviewed quarterly by the Senior Management Team as part of the on-going management of the department. • The Culture Heritage & Libraries Department is responsible for five departmental risks which have previously been reported to this committee as part of the main business plan documentation. <p>Recommendation</p> <ul style="list-style-type: none"> • Members are asked to note the contents of the report and the actions taken in the Culture Heritage & Libraries Department to monitor and manage effectively risks arising from our operations. 	

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. The Audit and Risk Management Committee has requested that such risks should be reported at a Committee level. Summit Group, at its meeting on 23 February 2015, agreed that a risk update report will be presented to “Grand” Committees on a quarterly basis. The report must include any corporate risks and all departmental level risks.

Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the Culture Heritage & Libraries Department. The Department has adopted the Corporate Risk Management Framework for its corporate and

departmental risks. The report also outlines the processes adopted for the on-going review of risk and mitigating actions.

Risk Management Process

3. The Culture Heritage & Libraries' risks are managed through a hierarchy of three levels these are group risks, departmental risks and corporate risks. As part of the business planning process service level risks are considered, reviewed, recorded and significant risks escalated systematically to the Senior Management Team for consideration and inclusion in the Departmental Risk Register.
4. The departmental risks and corporate risks are recorded on the Corporate Risk Management System, Covalent. Service risks are currently being recorded on individual site spread sheets but the department is looking into the transfer of these to Covalent on a phased basis by the end of 2016.
5. Risk owners review the progress of mitigation actions and update the risks that they are responsible for on at least a quarterly basis. The updated register is subsequently presented for review and approval to the Service level Management Team. Risks with high scores are escalated to the next management level (Senior Management Team) in accordance with the Corporate Risk Management Framework.
6. The summary risk register is included in the business plan presented each year to the Culture Heritage & Libraries Committee.
7. Additionally the department's quarterly business plan progress report includes a section outlining new risks or changes to current risks that might have an impact on the department achieving its strategic aims and objectives.

Identification of New Risks

8. Emerging risks are identified through a number of channels:
 - i. Service team meetings
 - ii. Directly by the Senior Management Team as part of the departmental review process
 - iii. In response to regular reviews of delivery of the departmental business plan objectives and Service Based Review (SBR) income targets.
9. The risk register may be refreshed more frequently in response to emerging issues or changing circumstances.

Changes to the Departmental Risk Register since April 2015

10. No risks have been removed from the departmental risk register since the implementation of this year's business plan.
11. The following risk has been added to the risk register in Quarter 1:
 - a) **CHL CVD 001 – City Information Centre temperature control**

This risk identifies the continuing problems with the air conditioning/heating system at the City Information Centre and its detrimental effect on staff and international visitors.

12. Ongoing water leak problems in the Whittington Room on the Lower Ground Floor of the libraries at Guildhall have been addressed by the City Surveyor's Department by the installation of a temporary system to remove any water ingress. This has enabled the reinstatement of the ceiling and continued use of the room with little visible evidence of the water leak. An initial phase of work undertaken by Highways and their contractor did not cure the problem. Further works are due to complete in October 2015 and their success will be monitored. The current temporary solution ensures that the room can continue to be used until the cause of the water ingress has been repaired.
13. 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.

Summary of Key Risks

14. The Culture Heritage & Libraries Departmental Risk Register includes five AMBER risks which are listed below. The details of these risks are attached at Appendix 1.

Risk Number	Risk Title	Current RAG Status
CHL GL 001	Flooding in lower ground levels high value storage areas at Guildhall Libraries.	AMBER
CHL TBM 001	The effect of terrorism on the tourism business at Tower Bridge and Monument.	AMBER
CHL GAG 001	Partial insurance of collections held within the department's Art Gallery premises.	AMBER
CHL PP 001	Loss of IT at multiple public facing sites across the department.	AMBER
CHL CVD 001	City Information Centre temperature control.	AMBER

Conclusion

15. Members are asked to note the changes to the departmental risk register and the risk management processes within the Culture Heritage & Libraries Department adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department are proactively managed.

Consultees

16. The Chamberlain's Department has been consulted in the preparation of this report.

Appendices

Appendix 1 – Summary CHL Departmental Risk Report

Background Papers:

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

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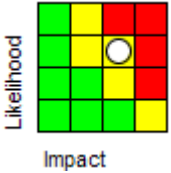
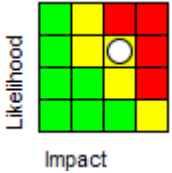

CHL Risk Register summary

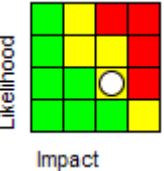
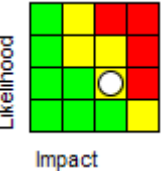
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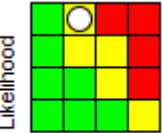
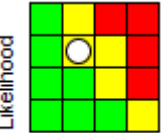


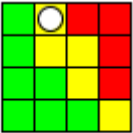
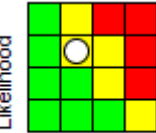
Risk Traffic Light: Amber 4

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend		
CHL GL 001 Risk of flooding in lower ground levels high value storage areas at Guildhall Libraries. Department of Culture, Heritage and Libraries Creation Date 13-Mar-2015	Cause: Flood or water/sewage damage from burst pipes/leaks. Event: Damage to high value collections in lower ground storage areas. Impact: Could be significant financially and damaging to our reputation, especially to irreplaceable items.	<p>Likelihood Impact</p>	12	Alan Day	Pavement investigations by City Surveyor's Dept. are still outstanding.	<p>Likelihood Impact</p>	6	31-Mar-2016	↔

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
CHL TBM 001 The effect of terrorism on the tourism business at Tower Bridge & Monument Department of Culture, Heritage and Libraries Creation Date 09-Mar-2015	Terrorism on the tourism business would have a devastating effect on visitors into the City of London, both financial and reputational. Cause; An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/operated by the City of London Corporation (in particular The Monument and Tower Bridge) Effect/impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 <p>12</p>	Jamie Bottono; Margaret Jackson	Reduced to Amber commensurate with new corporate guidance on risk criteria.	 <p>12</p>	31-Mar-2016	

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CHL GAG 001 Partial insurance of collections held within the Department's premises Department of Culture, Heritage and Libraries Creation Date 09-Mar-2015	Our historic and cultural collections held on CHL premises are of multi-million pounds in value. As an organisation we take the view that we insure the collections according to risk, historical events and site security. Vandalism such as the decapitation of a statue/destruction of a painting could occur.		8	Margaret Jackson; Jeremy Johnson	Insurance policies are up to date. Valuations take place of collections loaned and borrowed where required. External specialist risk assessors are involved at both LMA and the Art Gallery and confirm we are operating at an industry standard.		8	13-Mar-2016	↔

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
CHL PP 001 Loss of IT at multiple public facing sites in the department Department of Culture, Heritage and Libraries Creation Date 09-Mar-2015	Resulting in public condemnation, especially on social media of our services. Cause; IT failures from lack of system/software maintenance and upgrades. Event: Public avoiding our services due to lack of confidence in their provision. Effect/impact: Significant reputational damage expressed through loss of income and footfall over a prolonged period. Social media used to detriment of the CoL. Loss of income from external presentations/workshops/events.	 <p>Likelihood</p> <p>Impact</p>	8	Amended to Departmental level risk. Liaison with Chamberlain's IT section on a regular basis to keep this in check.	 <p>Likelihood</p> <p>Impact</p>	6	09-Dec-2015

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CHL CVD 001 City Information Centre Temperature control Department of Culture, Heritage and Libraries Creation Date 01-May-2015	Resulting in public condemnation, especially on social media of our services. Cause; Air conditioning/heating system malfunctioning. Event: Public avoiding our services due to lack of heating/cooling. Effect/impact: Significant reputational damage expressed through loss of income and footfall over a prolonged period. Social media used to detriment of the CoL. Loss of income from external concessions. Discomfort at best, illness at worst to both staff and international visitors.	 <p>Likelihood</p> <p>Impact</p>	8	Cornell Farrell; Margaret Jackson	City Surveyor's have arranged for all relevant contractors to meet on site to resolve the problem.	 <p>Likelihood</p> <p>Impact</p>	6	01-Nov-2015	

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Committee(s):	Date(s):
Culture, Heritage & Libraries	25 November 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 5 November 2015. The group considered the following proposals:

- a) Banksy (CoL Built Environment) – Steelyard Passage
- b) Premier – The Dream Jar Trial for Save the Children
- c) Barbara Princic - Wooden Mushroom Houses
- d) Mexican Embassy – Building Rain
- e) Heartstone - Chandra’s London
- f) Display Gallery - Forms Shaped Through Time

Recommendation(s)

It is recommended that:

1. Banksy be approved for preservation using appropriate covering, to be specified in accordance with requirements
2. Premier be approved subject to further clarification on location and potential electrical requirements.
3. Barbara Princic be rejected for lack of artistic merit and suitable space
4. Mexican Embassy be referred to Broadgate Estates (and located within Broadgate Circus) with agreement of applicant
5. Heartstone be referred to Museum of London with whom the applicant is already in discussion, due to photographic focus of Martin Parr exhibitions at Barbican and Guildhall Art Gallery (in house and on-street) at same time
6. Display Gallery be approved subject to further clarification and commission agreement

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 5 November 2015 to consider five applications: a recently discovered and fading Banksy work on Steelyard Passage, The Dream Jar Trail to celebrate 100 years since Roald Dahl's birth and support Save the Children, a selection of small Mushroom Wooden Houses, a large outdoor bronze structure from the Mexican Embassy, a photographic exhibition depicting 'Chandra's London', and Forms Shaped Through Time, displayed to coincide with an exhibition at the Display Gallery in Holborn.
4. Full details of the application are available on request from the Director of Culture, Heritage & Libraries.

Proposals

Banksy – Steelyard Passage (Built Environment)

5. Banksy is an English-based graffiti artist, political activist and film director whose real identity is unknown. One of his latest projects was 'Dismaland' in Weston-Super-Mare, North Somerset, which sold out every day of its five-week run, attracting 150,000 visitors and adding £20m to the local economy.
6. This particular piece of Banksy art was recently discovered by the Department of the Built Environment in Steelyard Passage and its authenticity has been confirmed in Martin Bull's book 'Banksy: Location & Tours' (2010).
7. All agreed to preserve the Banksy street art using an inexpensive but appropriate covering with an image of the original work (unfaded) shown on a small part of the protective sheet. This was preferred over restoration.
8. The City Arts Initiative also proposed that Built Environment repeat this process for other confirmed pieces by the artist in the City and it was agreed that this would be put forward for their consideration.
9. The associated work and costs should be covered by Built Environment.
10. The City Arts Initiative recommended preserving the Banksy artwork on Steelyard Passage using a protective covering.

Premier - The Dream Jar Trail for Save the Children

11. Premier are the organisation responsible for the hugely successful London Paddington Bear Trail in 2014, which raised almost £1million for Child Line with mentions of #PaddingtonTrail reaching over 37.5m Twitter accounts.
12. This time round they are celebrating 100 years of Roald Dahl, as well as the new movie release of The BFG (Big Friendly Giant), a film starring Mark Rylance and Penelope Wilson. Their new trail – released at the same time as the film – sees 50 giant dream jars located throughout London (8-10 in the City) in support of Save the Children and other charities.
13. This proposal is fully funded between the following organisations; Roald Dahl Foundation, London & Partners, Entertainment One Films, Save the Children and other associated charities and sponsors.
14. The sculptures will not contain any reference to the film release, and corporate sponsorship branding will be kept to a minimum, similar to the arrangement for Shaun the Sheep (with no more than 20% of statue plaque being used for logo and credit).
15. Locations are to be confirmed and installation is planned for Jul/Aug 2016; the majority share of the trail being located in the City “where dreams are big” will enable the City Information Centre and the City’s children’s libraries to play a headline role and help to drive families to our services
16. The City Arts Initiative recommended this proposal for approval subject to clarification of locations and confirmation of any potential electrical requirements.

Barbara Princic – Wooden Mushroom Houses

17. Barbara Princic currently holds a teaching position at the Academy of Fine Arts & Design, University of Ljubljana in Slovenia, however she applied to the City Arts Initiative as an individual artist and designer.
18. The applicant mentions Hyde Park as a possible location and she will be informed that this is not under the management of the City of London.
19. All agreed this proposal did not have sufficient artistic merit. There is also a lack of suitable open space to exhibit the wooden structures.
20. The City Arts Initiative recommended this proposal be rejected for lack of artistic merit and suitable space.

Mexican Embassy – Building Rain

21. As part of the ‘Year of Mexico in the United Kingdom 2015’, the Mexican Embassy has proposed the installation of a large bronze sculpture by artist

Paloma Torres. The sculpture is part of an ongoing public art collection titled 'Contemporary Mexican Sculpture: The Vision of Four Artists'.

22. The sculpture – Building Rain – has already been on display in Canary Wharf, and other sculptures as part of the collection have been exhibited throughout London, including Trafalgar Square.
23. All agreed the proposal has artistic merit; however the weight and dimensions of the sculpture are very large and would not be suitable for their desired location of Peter's Hill, near St Paul's Cathedral.
24. Broadgate Estates was also approached to host the sculpture, as they have ample space on Broadgate Circus. They are keen to do so, and the proposal has the permission and support of all relevant parties.
25. The Mexican Embassy will cover all associated costs.
26. The City Arts Initiative recommended this proposal be referred to Broadgate Estates for location in Broadgate Circus.

Heartstone – Chandra's London

27. Heartstone is a non-profit organisation which aims to build greater contact, communication and understanding across different races, cultures and generations.
28. The idea behind the proposal for Chandra's London is a request for a public photography exhibition using poster/advertising space.
29. The organisation has previously collaborated with the Metropolitan Police and Transport for London on public art and photography projects.
30. The City Arts Initiative considered the proposal but felt there is a potential clash with other public photography exhibitions taking place at the same time – these include the two Martin Parr photography exhibitions at Barbican and Guildhall Art Gallery – the latter of which seeks to show the unseen City (which this proposal also looks to explore).
31. The applicant advised the Committee that she was in discussion with the Museum of London regarding a potential exhibition there and it was agreed that this should be referred to them.
32. The City arts Initiative agreed to reject the Heartstone application, referring it to the Museum of London for consideration.

Display Gallery - Forms Shaped Through Time

33. This proposal was submitted by artist Sol Bailey Barker with the support of the Display Gallery, which is a contemporary commercial art gallery located in the Holborn area of the City of London.

34. To coincide with an exhibition focusing on landscapes and different cultural histories, the applicant is seeking to install two sculptures on Saint Andrew Street and/or along various locations of Holborn Viaduct.
35. Some funding has already been received from the Rose Foundation and private donors, and further applications have been made to the Arts Council and Elephant Grants.
36. The group believed that the sculptures did have good artistic merit; however it was also felt that this proposal was commercial and constituted as free advertising for the Display Gallery and the artists involved.
37. It was suggested a commission be charged to the artist and/or gallery if the sculptures were to be privately sold, and that the potential income be placed in the City of London Art Gallery Acquisition Fund. This was agreed by the City Arts Initiative.
38. The City Arts Initiative recommended this proposal be approved subject to further clarifications and a commission agreement.

Corporate & Strategic Implications

39. 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

40. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 5 November 2015.

Background Papers:

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

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Committee(s)	Dated:
Culture, Heritage and Libraries	25/11/2015
Subject: City of London Festival	Public
Report of: Director of Culture, Heritage & Libraries	For Information

Summary

The City Arts Trust has submitted its annual report on the 2015 City of London Festival, attached here. As well as highlighting 2015 successes, it includes plans for 2016 for which a budget surplus of £38K is forecast.

Recommendation(s)

Members are asked to:

- Note the contents of the report.

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. At the September Committee meeting, it was reported that delegated authority had been exercised to confirm the Trust's 2016 grant. However, in the light of financial problems after the end of the 2014 Festival, the relationship between the Committee and the Trust was discussed and the importance of effective lines of reporting and accountability was stressed.

Current Position

3. The Festival's end of year report for 2015 has recently been completed for presentation to the Committee and is attached as an appendix. It stresses a range of highlights and successes of the 2015 season, including a record number of sold out performances, encouraging press coverage, and box office sales which exceeded the target budget. The final financial position was a deficit of £11.6K, which is a huge improvement on the out-turn of the year before.
4. It has been noted at previous meetings that the Trust has established a separate Finance Committee and that paperwork, including budgets, is being shared with City officers on a more regular basis. Dialogue has taken place between myself and members of the Festival staff to stress the importance of ongoing financial sustainability, as well as artistic success, to underpin the modus operandi.

Members will note not only that the attached report contains a range of plans to improve the marketing and fundraising of the 2016 Festival, but also that a year-end budget surplus of £38K is being forecast.

5. Michael Hofmann, the Chairman of the Trust, is keen to continue the work of the Trust and the Festival and recognises the difficulties of recent years. The recruitment of a new Festival Director is currently underway and a successful appointment to this post is a crucial next step in delivering the plans for 2016.
6. Members may also note that an update report on the Festival's financial position was taken to the Finance Committee on 17 November, as they had requested, with specific reference to the Bowler Hat loan whose repayment schedule is set to commence in 2016. That report, which also includes a cashflow spreadsheet for 2016, is attached as Appendix B

Conclusion

7. The value of the Festival as a dynamic element in the City's cultural life continues to be widely appreciated; plans are now well developed for the 2016 season, and the new Director appointment is in process. Liaison between the Corporation and the City Arts Trust will continue, to ensure that progress is appropriately monitored. Further updates will be brought to Committee during 2016.

Appendices

- A - The City Arts Trust Ltd: the City of London Corporation report, 2015 City of London Festival.
- B - City of London Festival 2016 grant, report to the Finance Committee, November 2015, including updated out-turn report as of November 2015.

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THE CITY ARTS TRUST LIMITED

THE CITY OF LONDON CORPORATION REPORT
2015 CITY OF LONDON FESTIVAL

For three weeks each summer, the Festival bursts open the City of London’s extraordinary places and spaces to present a wide-ranging programme of handpicked artists from across the globe. With everything from comedy to classical, circus to cabaret, the Festival has been cramming the Square Mile with top-class culture since 1962.



Strategic overview of the 2015 Festival:

The main objective of the 2015 Festival was to consolidate the progress made in 2014, which saw a greatly expanded and enhanced programme, whilst achieving a more sustainable financial outcome. While the programme was reduced, the breadth of programme introduced in 2014 was maintained. After achieving record ticket sales in 2014, the Festival was able to maintain its growing popularity with a record number of sold-out events in 2015.

Key successes:

Attendance

- A record number of sell-out performances – 29 across the ticketed event programme.
- Over 9,300 people attended our ticketed programme, with an estimated 20,100 attending our free events programme in indoor and outdoor venues around the City. Thousands more will have experienced our performances and Street Guitars in and around the City.

Programme

- Our indoor programme promoted the unique and diverse architecture of the City.
- We staged the first ever *Wren Choral Marathon*: 17 choral concerts in 17 of Sir Christopher Wren's City churches across one day, which attracted media attention and a wide range of audience demographics.
- The guest city for 2015 was Singapore, which saw us present a diverse programme of talent across classical, choral and jazz music as well as lectures and films.
- We presented two new, free jazz programmes in The Royal Exchange and the Sky Garden.

Learning and Participation

- We delivered workshops and performances opportunities that engaged over 1,200 school children.
- Our *Concert Contact* programme enabled us to create access for secondary school children and older adults to experience classical music in the City's venues for free.

Press and PR

- Substantial media support and influential media engagement, including two features on the Today programme and a significant number of 4* and 5* reviews in the national press.

Marketing

- Heightened brand awareness through a successful Out Of Home (OOH) campaign across 50 underground platforms and digital OOH campaign across 50 escalator panels.

Financial support

- The Festival continued to attract funding from a wide variety of sources despite a challenging climate.



Summary ambitions / objectives for the 2016 Festival:

- To continue to develop the programme, in order to extend and broaden the range of audience members attending and supporting the Festival.
- To continue to showcase the high-class and established international artists, alongside aspiring young performers.
- To extend our public profile, through effective communications across a variety of channels.
- To maximise the opportunities for attracting both financial and in-kind support through creative partnerships.

1 ARTISTIC PROGRAMME

The 2015 Festival offered a programme that encompassed classical music, jazz, performing arts, visual art, contemporary circus, comedy, dance, films, debates, talks, walks and tours.



Programme overview:

- Sell-out concert by London Symphony Orchestra at St Paul's Cathedral of Haydn's *The Creation*, conducted by Edward Gardner.
- *How to Succeed In Business Without Really Trying* with West End stars; City-based office choirs; student ensembles from the Royal Academy of Music and *The Apprentice* star Nick Hewer.
- Four concerts in extraordinary settings with panoramic views of the City and beyond, forming the 'Jazz with a View' series. Nomura Bank; Shangri-La at the Shard; the Sky Garden and Unilever House each hosted a jazz concert featuring a world-class performer.
- Free lunchtime jazz in the Sky Garden from the BBC Big Band Trio with guest soloists Peter King and Bruce Adams.
- The first ever joint performance by the National Youth Jazz Orchestra and the National Youth Chamber Choir of Great Britain performing Shakespeare inspired repertoire at Southwark Cathedral, including a new Festival commission by Pete Churchill.
- Site specific editions of the 'Justice, Money, Power' debate series in locations such as the Judges' Dining Room at the Old Bailey, CNBC news studio and the boardroom of London & Partners.
- The City Beerfest, in partnership with City Music Foundation, brought four diverse live music acts and plenty of beer to the Guildhall Yard.



Brilliant young performers continued to play an important role in the Festival's programme. We continued our relationship with the City Music Foundation and further built upon our key strategic partnership with the Guildhall School of Music & Drama with a series of 12 free lunchtime recitals by student musicians.

The Festival continued its partnership with the Barbican Cinema who co-promoted a season of Singaporean films. This included a Q&A with Cannes Camera d'Or winner Anthony Chen and acclaimed director Eric Khoo.

Gresham College co-promoted five free lectures on Festival themes, delivered by major authorities in their fields. The lectures ranged from Dr Anthony Geraghty talking about Sir Christopher Wren and the influence his architecture has had on arts and culture, to Lord Oxburgh looking back at 50 years since Singapore's independence.

Free events took place in a number of City squares including the refurbished Broadgate Circle and Paternoster Square, as well as extending up to the Sky Garden of 20 Fenchurch Street, and out to Canary Wharf. In addition, a programme of music, dance, street theatre, and workshops were presented at the Hampstead Heath Family Day which was well attended by a large and diverse family audience



2 LEARNING AND PARTICIPATION

An important aspect of the City of London Festival is our Learning and Participation programme which promotes community access, social inclusion and equality. Each year the Festival forges creative partnerships with professional practitioners; local businesses; primary and secondary schools; youth groups; older adult communities; and families to explore and engage with the artistic programme in new and imaginative ways.

Our series of special events brings together world-class artists and local people in some of the City's most iconic venues, creating artistic and social impact for both professional and community audiences alike. The programme comprised five key projects: *City Animation*; *The Children's Parade*; *Musical Meeting Place*; *A Day of Extraordinary Choirs*; and *Concert Contact*.

Between the months of April – July 2015 Learning and Participation delivered:

- 40 partnerships with primary and secondary schools
- 4 office choir partnerships
- 56 workshops delivered in primary and secondary schools

In total 1,210 school students directly participated in workshops and performances throughout the Festival.

Programme overview:

City Animation

60 students from City of London Academy Hackney and City of London Academy Southwark worked with a leading digital animator, Kim Noce, to create a short animation that was screened alongside a live performance by Apollo5 at Paternoster Square.

The Children's Parade

Myths and Legends were brought to life with handmade costumes and artworks created using tons of the City's recyclable waste. Artists delivered 18 workshops in 9 primary schools within the neighbouring boroughs of Islington, Southwark, Hackney and Tower Hamlets.

The parade saw 1,000 children process through the City, culminating in a performance by a samba band and dhol drummers on the steps of St Paul's Cathedral.

Musical Meeting Place

Office and school choirs joined musical forces to present songs from some of the West End's finest musicals: *Annie*, *Matilda*, *Bugsy Malone* and *The Lion King*. The project provided a fantastic opportunity for City businesses to fortify partnerships with local schools. There were performances within City offices, followed by two larger concerts in Paternoster Square involving over 200 singers.



Participating organisations and choirs: Citi with Cathedral Primary School; BNY Mellon with Keyworth Primary School; Standard Chartered with Marion Richardson Primary School; Berwin Leighton Paisner with Plashet Primary School.

A Day of Extraordinary Choirs

This event was a follow-up to the *Health and Harmony Conference* staged in 2014 which explored the benefits of singing in a choir. *A Day of Extraordinary Choirs* brought choirs together who share a mission and purpose beyond singing. Participants included a choir for the homeless, a choir for mental health sufferers and a choir for cancer survivors.

In addition to presentations from the three participating choirs, a key element of the day was a joint singing workshop for all participants followed by an inspirational performance in Paternoster Square.

Concert Contact

This free ticket scheme saw over 120 tickets donated to secondary school students and older adults, enabling them to experience live classical music in the City's most spectacular venues.

Each concert was preceded with a pre-concert talk led by a musician and music amateur, who provided an accessible insight into the repertoire, composers and players. The sessions also offered opportunities for young people and older adults to meet and share thoughts and ideas.



Working in Partnership:

The Festival continued to build its relationships with the City's charitable, cultural, educational and ecclesiastical institutions:

- We continued the longstanding Festival tradition of using Livery Halls for classical concerts. The City Arts Trust has also received valuable financial support from many of the companies.
- St Paul's Cathedral and many of the City's churches continue to be supportive of the Festival providing us with access to their buildings to present our music programme. *The Wren Choral Marathon* was a key event this year that saw 17 Wren designed churches hosting a succession of choral concerts on one day.
- The Barbican (co-promotion of the Barbican Film season and management of the Festival box office); London Symphony Orchestra; Guildhall Art Gallery; Museum of London; City Information Centre; the Guildhall School of Music & Drama; Gresham College and City Music Foundation all played invaluable roles in the Festival.



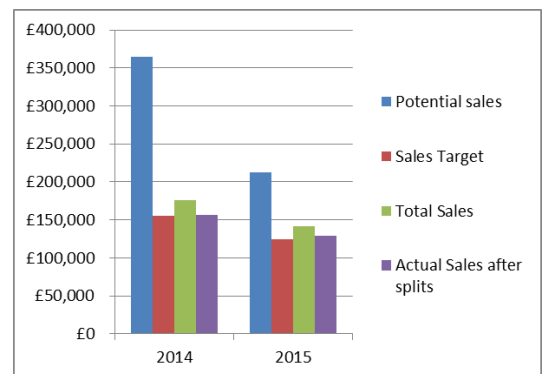
3 MARKETING AND PR

The strategic aims of the 2015 campaign were identified as follows:

- To raise awareness of the Festival amongst UK-based culture aficionados as well as City workers.
- To maximise press coverage around the Festival with weightier press coverage that will help attract audiences as well as major sponsors for 2016 and beyond.
- Amplified localised marketing activity and experiential marketing on train concourses / key commuter hot spots.
- Implement strategic partnership marketing with strong consumer brands, providing shared media costs and access to new customer databases.
- To improve upon Festival assets such as the website and branding across all marketing collateral, improving audience perception of the Festival brand.
- To use social media more cleverly in order to create genuine engagement with the Festival brand, thus driving audience attendance figures and traffic to the website.
- To maintain high attendances, with an average of 75% ticket sales.
- To reach the box office target of £125,000 net.

Ticket Sales

- Actual net box office takings, after box office splits, were £128,923 which exceeds the Festival's target by 3.5%.
- 7,384 total seats sold (excludes private hires).
- 1,929 comp tickets (excludes private hires).
- 29 sold-out shows (2014 = 5, 2013 = 8).
- Overall attendance against capacity was 60%.



Booking data

- Our audience come from 36 different countries.
- 96% are from United Kingdom.
- 49% are from London.

Questionnaire responses

- When asked 'what prompted you to attend the Festival' answers were focused on classical music programme, artist, venue and a feeling of tradition/loyalty to the Festival.
- Of those questioned, 95% of the audience found the Festival enjoyable or very enjoyable.
- As in previous years, most audience members questioned reside in London (75%), with just under a quarter working in the City (23%). 48% of those questioned said it was the first time they had come to the Festival, indicating a slightly higher amount of new audience members to previous years.
- Of the people questioned, online advertising appears to be more popular than our print advertising. As the majority of our audience are actively engaging with our brand online we will be looking to improve our website capabilities.
- The majority of people questioned are signed up to our e-newsletter; at present we are unable to segment this data so that we can send more targeted email communications.



Print

- Festival information for ticketed events appeared in 30,000 Preview Edition brochures and the ticketed and free events programme appeared in 90,000 Final Edition brochures. In addition 10,000 Souvenir Programmes were printed and distributed at ticketed events, in return for a suggested donation of £2.
- We are looking to streamline this print into a clear 'Diary of Events' that will be free to the public and contain listing details of all the events at the Festival as well as a 'Festival Programme' that will contain editorial content, articles and interviews.
- As well as utilising our own database of distribution points we also used distribution companies London Calling, Impact and Artshead who all created specialised campaigns that were targeted at our key potential audiences.
- We recognised that we needed to create a high impact visual event that engages our target demographic where we can distribute marketing material for the upcoming Festival. For this reason we have moved *The Children's Parade* to the first day of the Festival to create this opportunity.

Partnerships

- We established a number of media partnerships that through contra-deals enabled extra advertising opportunities.
- Marketing support included several radio broadcasts from Jazz FM (of which 560,000 listeners are reached on a weekly basis) the use of ECN digital screens displaying adverts across City networks (equivalent of £100k in free advertising) and CNBC displayed a digital banner and a mid-page unit (MPU) advertising on CNBC.com from 8 June—10 July (to the value of £20,000).



Website & Digital

- In 2015 we had 102,081 users access the website between January and July.
- Of all the visitors to the website, approximately 12% came from people clicking on one of our Ads (i.e. Pay Per Click campaign).
- A total of 23 email campaigns were sent out over the last year. These are blanket sent to everyone that has opted to sign up to an email through our website as well as customers that have opted to hear from a third party provided to us by the Barbican.
- This year a total of 8,020 people opened the email in the last year, 4,082 people in the last year have clicked through an email and 3,221 people in the last six months have clicked through an email.
- Email campaigns prove to be one of our strongest marketing tools, however the information we have about our audience is very basic and we are unable to segment this audience for email communications which limits our level of engagement.
- Through a contra-deal set up with the Globe we contacted their third party data (2,627 individuals) and had a 36% open rate. This data is valuable as the audience has specifically opted to hear from a third party and so are an engaged, captive audience. However, as we are unable to offer third party data in return for other organisations these contra-deals can be difficult to set up.
- Our media coverage in Timeout and Londonist was the most successful closely followed by our media partnerships with Visit London who included the Festival in their email communications and as an event listing on visitlondon.com.
- An improved filter system for the listings displayed on our 'what's on' section improved customer usability.

Social Media

- Facebook followers went from 4,985 to 6,191 between Jan 2015 —July 2015.
- Twitter followers went from 6,605 to 7,585 between Jan 2015—July 2015.
- We reported monthly on social media statistics to monitor what was receiving successful levels of engagement and responses. It was noted that 'pushing sales' was unsuccessful whereas visual, funny, interesting and dynamic posts worked well especially behind the scenes insights into the working of the office, Festival and Festival staff.



Press Coverage

- The Festival featured twice on *BBC Radio 4 Today*, first interviewing Paul Gudgin in the Festival's launch period, and then broadcasting live from the start of the *Wren Choral Marathon* in June. Overall, artists from the Festival appeared four times on *BBC Radio 3 In Tune*, the station's popular drive time programme.
- Two successful photo calls took place at the Sky Garden and on Millennium Bridge, to animate the launch of the programme and the start of the Festival. These captured the attention of the media and the images were reproduced in a wide range of lifestyle media, as well as newspapers such as Metro, Guardian, City AM and The Times.
- The campaign to promote the City of London Festival achieved 224 pieces of coverage across wide ranging broadcast, print and online media.
- Advertising Equivalent Value of UK Media Coverage.
- £748,697.55 (based on services provided by Precise Media Monitoring Service, it does not include all coverage).
- Total Reach of Print coverage was 21,517,304.
- Total reach of broadcast coverage was 22,912,339.
- Total reach of UK coverage was 72,209,470.

Out Of Home (OOH) Advertising

Our outdoor campaign and digital outdoor campaign consisted of:

- 50 x animated LCD screens displayed on escalator panels across busy tube commuter hotspots.
- 40 x 4-sheet posters across 25 Tube platforms.
- We managed to secure a discount of £1,175 to run these displays 15 June – 12 July.
- The campaign ran for an extra 14 days which came to a discount of rate card value: £4,075.63.
- Through our media partnerships set up with Tower 42, ECN, CNBC and Grange Hotels we were able to secure various digital advertising across screens around the City and for bespoke performances.
- Site-specific banners were designed and printed to cover the stillages at Broadgate Circle (cages that hold circus equipment) and also for the *Children's Parade*, and *Hampstead Heath Family Day*. These were much better quality than previous years as they were outsourced rather than designed in house.



4 FUNDRAISING

The continued support from the City of London Corporation has enabled the Trust to lever considerable additional funding from other public bodies; companies; trusts; foundations and individual donors. Like most arts organisations, it has been a challenging year for securing support from all income streams but the Festival has still attracted a considerable level of investment.

Corporate Sponsorship – £292,850

Corporate sponsorship income was down from 2014 but was greater than income secured in 2013. The scale of the 2014 programme, large one-off sponsorships from companies associated with South Korea and The Bowler Hat related sponsorships accounted for the difference. Most of the Festival's key corporate supporters (including Mizuho, Bloomberg and BNY Mellon) renewed their relationships. Financial support was secured from three key Singaporean companies, two of which were new to arts sponsorship and we hope that they will continue their support into 2016. Two corporate cultivation events took place in the Sky Garden during the run of the Festival and a number of positive conversations were had with around 12 new companies, all of which are now prospects for the 2016 Festival.



Individual giving – £54,855

There was a reduction of support attributed to Individual Giving this year due to one major donor's gift being assigned to Trust & Foundations income. Successes include increasing the amount of income secured from the public donations during the Festival - over £4,100 was secured across the three week Festival against a target of £3,000.

Public funding – £172,669

This was the Festival's second strongest income stream. In addition to the three grants received from the Corporation of London, and two grants from the Arts Council England, grants were also secured from a number of Embassies and High Commissions.

Trusts and Foundations – £37,350

More income was secured this year compared to 2014 from Trust and Foundations, and this can mainly be attributed to the support that we secured from the City's Livery Companies. The Trust also received a significant number of in-kind sponsorships or discounted quotes from suppliers, which greatly assisted budgets.

Expenditure on venue hire, travel and accommodation for artists, print, advertising and other costs were reduced through in-kind support at an estimated value of £279,000.

Fundraising Breakdown

The fundraising breakdown for the 2015 Festival may be seen as part of the financial report detailed in section five (pg 13).

Festival Guests

579 people attended events as representatives or guests of the Festival's sponsors. In addition, as in previous years, all members of the Court of Common Council were invited to attend one of three Festival events, 32 of whom accepted the invitation. City of London Corporation members and sponsor VIPs attended the Festival alongside many other guests including, a significant contingent from the Singapore High Commission including the High Commissioner, representatives from the Arts Council of Singapore and other European Commissions and arts organisations. All the feedback received from guests has been extremely positive and the Trust believes that awareness of the Festival has been once again raised within the business and arts communities.



5 FINANCE

The table below compares the projected out-turn at 30 September 2015 with the audited figures for the year to 30 September 2014:

Income	2014 actual (£)	2015 actual (£)
City of London core funding	297,000	297,000
Fundraising:		
Corporate Sponsorship	323,600	292,850
Trusts and Foundations	30,300	37,350
Other Public Funding	81,502	89,176
Individual Giving	77,401	54,855
City of London project funding	87,676	83,493
In-kind income	329,214	279,923
Box office	160,905	128,923
Bank interest	105	85
Miscellaneous income	14,176	13,938
Total income	1,401,843	1,277,593

Expenditure (inc in-kind)	2014 actual (£)	2015 actual (£)
Performers	720,815	309,146
Venues, staging, event and technical costs	299,719	318,359
Marketing	139,558	220,261
Staffing	312,757	320,217
Office, premises and insurance costs	50,831	54,414
Expenses, bank charges and misc. costs	16,694	36,118
Capital costs	29,990	30,687
Contingency	0	0
Total expenditure	1,570,364	1,289,202
Deficit for year	-168,521	-11,609



The 2014 and 2015 Festivals were of a different scale and ambition, especially after the postponement of The Bowler Hat programme for 2015. The Festival was also very conscious of the need to deliver a more sustainable financial result than the significant deficit of 2014.

- The amount spent on artistic activity is much lower in 2015, largely due to The Bowler Hat programme not going ahead. The Singapore programme was also on a much more modest scale than the Korean programme of 2014.
- Venue and staging costs have increased this year, but this includes significant gifts in kind. Actual costs are forecast at £207,296 and in-kind support was £114,409.
- Marketing costs have increased this year, but that is in part because we negotiated a very high amount of in-kind support. The actual expenditure was £87,336.
- Comparative salary figures are slightly higher in 2015 and is due to a change in pension costs.
- Overhead figures have increased because we have made provision for repair costs; an increase in the dilapidations accrual; significantly higher service charges (based on City of London estimates) and increased insurance charges due to having more fixed assets.
- Miscellaneous costs have increased but, again, there is significant in-kind support in this area.
- The capital costs comprise the depreciation charges for the Street Guitars and The Bowler Hat.

This is the fourth consecutive year that the Festival will have produced a deficit (2012: £18,020; 2013: £61,357; 2014: £168,521). The 2015 Festival had a significantly lower deficit of £11,609. Budgets and cashflow forecasts have been prepared to develop surpluses to build up positive cash reserves over time.

The budget for 2016 has been refined with a forecast surplus of £38,381.



6 FORWARD PLANS AND STRATEGIC DIRECTION

Festival Structure and Programme:

The Festival is seeking a new Director for the 2016 Festival and beyond, following the departure of Paul Gudgin in September 2015. A recent staff restructure has left a lean and sustainable organisation that has developed a good collective understanding and experience during the past Festival year. The Board are keen to continue the broad programming approach of the past two years. New audiences, supporters and media alike now have the Festival on their radar and there is much momentum on which to capitalise in 2016.

The scaling back of the Festivals' length to three weeks in 2015 was a success, better maintaining focus and momentum than previous years.

This pattern will remain for 2016 with the Festival running from Monday 20 Jun – Friday 8 July (19 days) giving a more focussed period of activity.

The initial programme for 2016 looks to refine many of the recent elements added to the programme. It will look to reinstate the popular Bowler Hat programme that created such a buzz in 2014. Given the financial climate it is important that almost every element in the programme is capable of attracting support either in the form of sponsorship, grant, partnership working or heavily subsidised fees.

Marketing:

Website

The majority of our tickets are purchased online (68%) however, the current website has several areas that need to be improved and updated to achieve basic functionality and intuitive user experience.

We aim to assign a new web design and development team to improve this increasingly important digital platform and increase the number of users engaging with our website and purchasing tickets online.

Brand identity

Traditionally, the City of London Festival re-brands itself annually. Although this creates a fresh design each year due to the lack of resource we are unable to update all marketing collateral. This creates a disjointed brand identity and a lack of continuity which impacts heavily on our general brand awareness. We aim to create a design this year that will last a minimum of three years. This will be based on current branded marketing collateral such as the banners, steward t-shirts and site pull-up banners that are displayed at Festival events.

We aim to develop strict brand guidelines that strengthen the core values and identity of the City of London Festival and position it as a recognisable tour de force in the City.

Audience data

We currently do not receive our booking and customer data in its entirety due to limitations set by the Barbican. At present we receive e-mail addresses for any customers that have booked for City of London Festival events through the Barbican website that have opted to hear from a third party organisation, which we receive the month following the end of the Festival.

Despite the fact that we are not the third party, as customers are booking for the Festival rather than Barbican events, the data we receive of a list of email addresses is incredibly basic. We are unable to segment the data based on audience interests or buying patterns, for example, which would lead to intuitive and targeted marketing with a strategic aim of growing our audience. We are unable to build upon our audience database that would rather receive marketing communications through postal mailings, as we are only provided email addresses and not postal addresses, and we are unable to carry out efficient surveys as data is provided, in some customers cases, two months after they have attended an event. This is only a few examples of how debilitating this aspect is to our organisation yet despite this we still manage to exceed our ticket sales target.

The Festival would benefit greatly from taking the box office in-house and using the box office system Spektrix to process all customer and booking data to provide analytical reports with the strategic aim of growing our audience.

Fundraising:

The Head of Development is undertaking a strategic review of fundraising at the City of London Festival and will assess the current Festival's assets and packages.

One of the main challenges that Festival has which certainly impacts on fundraising is that the programme can only be confirmed on a year on year basis rather than working to a two or three year strategic plan. This affects the Festival's ability to programme early enough to secure major strategic partnerships and multi-year partnerships.

Corporate Sponsorship

Corporate Sponsorship income has the capacity to grow, particularly if the Festival is successful in securing non-programme specific sponsorships, such as a partner for the volunteering programme or ticketing. We will continue to develop relationships with a wide range of City based companies and offer them a range of sponsorship opportunities including Corporate Partnership and individual Event Sponsorship. In addition we will continue to work with a range of Corporate landowners in connection to our free outdoor programme. All the corporate landowners who we work with not only provide us with space but contribute to the funding of these events.

Public Funding

We will continue to exploit the grant giving abilities of overseas Embassies and High Commissions to help fund our international programme.

Trusts & Foundations

Obtaining funds from Trusts & Foundations for major strategic projects in the coming year will prove challenging due to the short programming timescales. We will however be submitting applications for discreet areas and will be implementing the Livery Appeal earlier than last year to maximise our chances of receiving funding for the 2016 Festival.

Individual Giving

This is an area of income that has potential for growth and is representative of the trend for the sector. An audit of the current membership programme is currently being undertaken with a view to restructuring and refreshing the membership packages. We hope through doing this we will not only secure more members but grow our support from existing members, moving them up the membership categories as we develop a stronger relationship with them. We aim to work in collaboration with a number of City based cultural institutions, historic and corporate venues to offer a year round events programme for our supporters, taking them behind-the-scenes and deepening their understanding and appreciation of the cultural assets of the City.

In addition we are planning to set up a Development Board to support the Festival's Development strategy and will focus on growing our network of potential major donors (ie those with the ability to give 5 figure donations).

In-kind support

The Festival will approach a number of companies and organisations for in-kind support or discounted quotes in order to assist with Festival budgets.

APPENDIX 1—ADDRESSING THE CITY'S STRATEGIC PRIORITIES

The Trust is confident that its aims and achievements are totally in step with the recommended priorities of the City's Cultural Strategy.

1. Sustaining Excellence in the Arts

- Once more, the Festival attracted and showcased the best of international art and culture, receiving critical and popular acclaim for its thoughtful curatorial approach.
- The Festival provides platforms for young talent, both professional and student. The continuing partnership with the City Music Foundation saw two performances by the brightest young professional musicians, and our partnership with the City's Guildhall School of Music & Drama showcased their performers and composers in a series of 12 lunchtime concerts.
- The Festival provides excellent value for all stakeholders, not least the public, through outstanding achievements in partnership funding between public and private sectors.
- Collaboration with the other artistic and cultural institutions within the City, including those supported by the City of London, achieves synergy and adds value to partners' work.
- The Festival continues to build partnerships within and beyond the City (overseas governments via Embassies; Arts Council England; education institutions; the business community; Livery Companies; venues; and more).
- The Trust works in close partnership with a wide range of City institutions and organisations: including the Guildhall School of Music & Drama; the London Symphony Orchestra; Barbican Film; Barbican Box Office; Gresham College; Guildhall Art Gallery; Mansion House and the City Information Centre.

2. Animating the City's Heritage

- The Festival animates and attracts audiences to the extraordinary buildings in the City, both ancient and modern, through an artistic programme designed perfectly to suit the spaces. The *Wren Choral Marathon* in particular drew the largest audiences and a great deal of attention to this unique range of Sir Christopher Wren's buildings.
- The Festival makes use of the City's green spaces outside the Square Mile such as Hampstead Heath, to engage with communities beyond the City of London.
- Walks, Talks and Tours, are a key part of the programme and enhance the public's understanding of the City's natural and built environment.

3. Breaking down barriers

- The Festival continues to offer world-class events at affordable prices, with ticket prices from £5 and a range of concessions and discount schemes. We also run the *Concert Contact* scheme that gives away free tickets to secondary school pupils and care home residents.
- The Festival offers an ever-widening variety of high-quality, free events throughout the Square Mile, attracting large and diverse audiences.
- The Festival enables and promotes voluntary involvement and professional development through our traineeship programme and community involvement through our work with our large team of volunteer Festival stewards.
- The Festival creates opportunities for participation at a number of levels through work both within formal education and our free programme of public workshops.

APPENDIX 2— Press and audience comments

Press Quotes:

'Adventurous, unfamiliar and infectiously enjoyable.'

Evening Standard

'Jealous of your rural friends festival-hopping their way around the countryside? Don't be.'

City AM

'Whether you like acrobats or orchestras, there's something for everyone.'

City AM

'Under normal circumstances, most of us wouldn't get inside Goldsmiths' Hall, the lustrous HQ of the Company of Goldsmiths. Every year, though, some of the City's guild halls open their doors for the City of London Festival ... Splendid venues call for splendid music.'

Evening Standard

London Symphony Orchestra in St Paul's Cathedral:

'This was in many ways an exemplary performance ... The London Symphony Orchestra caught all the freshness and supplied all the essential sense of wonder.' ★★★★★ (Telegraph)

Orchestra of the Age of Enlightenment in St Paul's Cathedral:

'The City of London Festival is not complete without some spectacular in St Paul's Cathedral ... The first sung note in Monteverdi's Vespers rang out like a rifle shot ... This opening blast from Alexander Ashworth's bass-baritone set the tone of the Orchestra of the Age of Enlightenment's presentation. Forthright clarity. Practised skill ... the results were often sensational... The key to this performance's passion, theatricality and sensuous glow lay principally in the quality and mix of the Choir of the Enlightenment's voice .. a final bouquet goes to the wonderful OAE brass: intrepid in their decorative frills, steady in pitch, even in sultry weather.' ★★★★★ (The Times)

Ian Bostridge and Sebastian Wybrew in Mansion House:

'None of the grand venues the City of London Festival is able to offer surpasses the Mansion House for palatial splendour ... Wybrew matched him (Bostridge) song for song for spontaneity and inspiration, competing with Bostridge's expressionistic eruptions ... warm lyricism blended with remembered sadness that perhaps looked also to less happy times ahead. Its wistfulness was here caught to perfection.' ★★★★★ (Evening Standard)

'...The way in which both partners took such care to illuminate the texts as vividly as they could was exemplary. The Op 39 Liederkreis was the highlight; the way in which Bostridge heightened the gothic atmosphere of Auf einer Burg, using a bleached, sprechgesang – like approach and digging a real rasp out of the lowest registers of his voice, was very special.'

★★★★★ (The Guardian)

New Zealand String Quartet in Goldsmiths' Hall:

★★★★★ (Evening Standard)

Danish String Quartet in Plaisterers' Hall:

'...An ensemble of exceptional accomplishment ... the players seemed genuinely delighted that these pieces which they have discovered and presented anew gave as much pleasure to their audience as to themselves ... perfect festival fare.' ★★★★★ (Evening Standard)

Twitter Comments:

Pippa Winstanley @PhilippaWinsta1 Jun 22

Super impressed with the @CoLFestival this year. The #music is particularly awesome #colf

Little Miss Random @lilmsrandom Jun 24

Enjoying the sunshine and great music from @whereverashardie courtesy of @CoLFestival. Simply lovely. #SG50

Jonathan Downey @DowneyJD Jun 25

Very interesting debate at the @CoLFestival on the future of the night time in our city. Lots more to be done, discussed, agreed.

Paul Renner @DealMakerPro Jun 26 City of London, London

Thanks to @CoLFestival @SG_SkyGarden for lunchtime Jazz concert - Great place to relax and start the weekend...

Barbara Burke @barbi001 Jun 27

Thank you @CoLFestival for a fascinating insight into the creation and architecture of @BarbicanCentre and estate. #verticalgardens

Eugene MICappella @khelbenlaforge Jun 27

@CoLFestival has been a blast for us so far! From #PaternosterSquare to the beautiful #StMagnustheMartyr Church, @micappella has had one great show after another. #London you never disappoint!

Fiona Dakin @FionaRhianDakin Jun 27

Absolute treat to see @TenebraeChoir in the @CoLFestival #wrenathon!

Jill Franklin @jilanf Jun 28 London, England

Stunning #wrenathon #finale for @CoLFestival, @khoroschoir @patrickallies. #Rachmaninov #Vespers had us on the edge of our seats! #bravo!

Scott Cupit @Scottie800 Jun 29 Stratford, London

@SuzHu @SwingPatrolLdn @CoLFestival A great day .. Massive well done in the sun :)

Derek Skipworth @deggsy22 Jun 30

@CoLFestival Just seen Ian Bostridge at Mansion House. What a great concert & what a great venue! Loved it. #CoLFestival

Alice Samtoy @AliceSamtoy Jun 30

Totally spellbound by @Stridequeen at her super-gorgeous #Masonic Temple gig @CoLFestival - huge privilege. Be back in #London soon please!

John Gammage @jggammage Jul 1

Awesome idea by @CoLFestival #StreetGuitar #RockTheBoat #StPauls

Rachel Joy Staunton @RachelStaunton Jul 1

Great eve at Ronnie Scott's... I mean, Southwark Cathedral!! Bravo @nycgb @NYJOUk @benparrymusic @CoLFestival

Nick J Barstow @nickjbarstow Jul 2

@CoLFestival is excellent lunchtime entertainment!

Wyles & Simpson @WylesandSimpson Jul 2

Transfixed from beginning to end... @theoae @StPauls @CoLFestival - that was hauntingly beautiful, thank

you.

Devonne Spence @LeBigSmoke Jul 3

@Citi @CoLFestival The school kids are beyond cute and so talented

Vicki Hodges @Vicki_Hodges92 Jul 4

What an amazing day of #extraordinarychoirs @CoLFestival with @Sing_with_Us, @ChoirwithNoName and Mind&Soul Choir. #singing is so uplifting!

APPENDIX 3 —LEARNING AND PARTICIPATION QUOTES

"The communication between CoLF and CoLC was fantastic!"

- Larry Costa, Highways & Events City of London Corporation (Children's Parade)

"Our children enjoyed the workshops, and thoroughly enjoyed the parade day. It was a really good experience for them seeing the city and being involved in such a large scale event"

- Jo Delgarno, Teacher Michael Faraday Primary School (Children's Parade)

"This year's event was better than the previous two years. The quality of the parade work over all seemed higher. The entertainment at the end was so much better this year and less corporate and generally aimed more at the children. The Parade is a great window of opportunity for children to perform and show off their artwork to the wider public in a brilliant setting."

- Tessa Garland, Art Teacher, Grafton Park Primary School (Children's Parade)

"I loved being in the Parade and felt so proud of my group's work"

– Alexis, Pupil (Children's Parade)

"The parade was so fun I want to do it all again!"

- Participant (Children's Parade)

"Thanks so much for all your hard work! It was a lovely occasion, and we all really enjoyed taking part."

- Georgia Henderson-Cleland, BLP Law (Musical Meeting Place)

"A huge thank you to Jedda and the team from COLF and Tess from Music in Offices. It was a really great performance and we had some lovely feedback, one lady had come with her kids and said that it had made their day, which really says it all!"

– Bridget Kennedy, Citi (Musical Meeting Place)

"I feel so very grateful to CoLF for providing free tickets to such wonderful events that I wouldn't normally be able to afford. A truly fantastic evening, thank you!"

- Attendee (Concert Contact)

"Access to such high profile venues and performances offer our service users such a memorable experiences, getting them out of their houses whilst, lifting their spirits and improving their overall sense of wellbeing"

- Tina Johnston, Coordinator - Blackfriars Settlement Trust (Concert Contact)

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Committee:	Date:
Finance Committee	17 November 2015
Subject: City of London Festival – Cash Flow Report	Public
Report of: Director of Culture, Heritage & Libraries	For Information

Summary

In 2014 your Committee agreed to a loan of £150,000 to the City Arts Trust, for the purchase of a pop-up venue for the City of London Festival (the Bowler Hat). This loan was to be repaid in five equal instalments of £30,000 per annum, beginning in 2015. Following cashflow difficulties after the 2014 Festival, the Finance Committee agreed in February 2015 that this loan repayment schedule should be deferred by one year. This report provides an update, as requested, on the Festival's cashflow situation and reassurance that loan repayments will begin in 2016 as promised.

Recommendations

Members are asked to note the contents of the report.

Main Report

Background

1. The Culture, Heritage & Libraries Committee has responsibility for awarding City of London Corporation funding to the City of London Festival (via its management body, the City Arts Trust), and for reviewing its programme and activities. The Finance Committee separately approved, in 2014, a loan of £150,000 to the Trust for the purchase of a new pop-up venue for the Festival (the Bowler Hat), to be repaid over a five-year period beginning in 2015.
2. The Festival, through its management board the City Arts Trust, receives two discrete blocks of funding from the Corporation. Its major grant (set at the level of £274,725) supports the Festival's core ticketed programme, while a smaller grant (£81,100) is devoted to a programme of free outdoor events. This smaller grant is itself divided between a summer programme, running alongside the core Festival, and a freestanding winter programme.
3. Cashflow difficulties at the Festival after the 2014 programme led to the Trust requesting a restructuring of its grant for 2015. This request was approved by the Culture, Heritage and Libraries Committee in January 2015. The Festival also requested a deferment of the annual repayment schedule for the Bowler Hat loan so that these commence in 2016, not 2015. This request was approved by the Finance Committee in February 2015. The Finance Committee also asked for the submission of an interim cashflow report after six months, which this report provides.

Current Position

4. These requests followed on from the financial outturn of the 2014 programme, which (notwithstanding artistic successes) ended with a deficit of c.£170,000. As a result, the Culture, Heritage & Libraries Committee postponed consideration of the grant request for 2016 until the 2015 outturn was known, towards the end of summer 2015. The resignation of the Festival Director (Paul Gudgin) provided a further opportunity to reflect on future options regarding the Festival's future scope and structure.
5. A number of meetings took place during August 2015, involving (among others) the Chairman and Deputy Chairman of the Culture, Heritage & Libraries Committee, the Chamberlain, and the Chairman of the City Arts Trust. The outturn figure for 2015 was a much improved small deficit of c.£12K and after considering various options it was agreed that the 2016 grant to the Trust should be awarded. The summary accounts for the 2015 Festival, as at September 2015, are attached as Appendix A. A projected cashflow for 2015-16 at Appendix B.
6. The Chairman of the Trust has provided assurances that the Festival will return to surplus and that Bowler Hat loan repayments (which are factored in to the 2016 cashflow) will begin on schedule. The Culture, Heritage & Libraries Committee, in discussing the Festival at its September 2015 meeting, noted the importance of regular communications between the Trust and the Committee, to ensure that clear models of accountability are in place both artistically and financially. The Trust has established a separate Finance and Risk Committee whose papers, along with those of the Trust Board, are to be shared with corporation officers on a regular basis.
7. The Trust is still in the process of recruiting a new Festival Director to succeed Paul Gudgin but an outline programme for 2016 has been devised. It has been made clear to the Trust that the Culture, Heritage & Libraries Committee will need to monitor the financial as well as the artistic success of the 2016 Festival and that any commitments will be dependent upon those outcomes.

Conclusion

8. The Festival and the City Arts Trust are in a period of some transition and regrouping and the situation will continue to be monitored. 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 a distinctive part of the Square Mile's cultural offer. The Trust has reassured the Corporation that Bowler Hat loan repayments will begin in 2016 and the cashflow projection which they have supplied supports that. Further reports will be provided to the Culture, Heritage & Libraries and Finance Committees as necessary.

Appendices

- A. City of London Festival summary outturn report 2015
- B. City of London Festival cashflow projections 2016

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City of London Festival

Appendix A

Summary of changes between original budget and forecast out-turn
As at 7 September 2015

	<u>Original Budget</u> <u>To Board</u>	<u>Forecast</u> <u>out-turn</u>	<u>Variance</u>	
Income				
Ticket sales	179,000	131,969	(47,031)	
CoL core grant	297,000	297,000	0	
Sponsorship income	350,000	292,850	(57,150)	
Gifts in Kind	0			
Donations - Trusts and Foundations	145,000	47,350	(12,657)	
Donations - Public Funding	inc above	84,993		
City of London - other	87,676	87,676	0	
	<u>232,676</u>	<u>220,019</u>	<u>(12,657)</u>	
Advertising income	20,000	14,456	(5,544)	
Individual giving	80,000	54,859	(25,141)	
	682,676	582,184	(100,492)	
Street Guitar profits from extended loan	0	200	200	
Profit on interval drinks	0	1,100	1,100	
Investment income	0	0	0	
Bank interest earner	100	100	0	
TOTAL INCOME	<u>1,158,776</u>	<u>1,012,553</u>	<u>(146,223)</u>	overall reduction
Expenditure				
Overheads				
Staff costs				
Full-time salaried staff	280,000			
Freelance fees/volunteer expenses	34,000			
Sub-total	314,000	322,090	8,090	extra
Office and premises	61,500	57,700	(3,800)	saving
Other				
Staff expenses	inc below	1,500		
Financial and professional costs	inc below	7,403		
Development costs	inc below	4,850		
Other general costs	inc below	9,900		
Sub-total	14,000	23,653	9,653	extra
Equipment	0	0	0	
Depreciation and contingency				
Depreciation charges	29,990	30,132		
Contingency	10,000	0		
Sub-total	39,990	30,132	(9,858)	extra
Sub-total of overheads	429,490	433,575	4,085	extra
Performers	227,000	258,335	31,335	extra
Technical	209,000	140,115	(68,885)	saving
Event staffing	64,000	28,315	(35,685)	saving
Other event costs	36,000	32,910	(3,090)	saving
Marketing	95,000	91,009	(3,991)	extra
L&P	27,000	24,687	(2,313)	saving
FWS	18,000	15,825	(2,175)	saving
Outdoor	49,000 inc above	0	(49,000)	costs inc. above
TOTAL EXPENDITURE	<u>1,154,490</u>	<u>1,024,771</u>	<u>(129,719)</u>	overall saving
SURPLUS/(DEFICIT)	<u>4,286</u>	<u>(12,219)</u>	<u>(103,618)</u>	<i>From</i> Bowler Hat (BH)
			(2,175)	FWS
			(2,313)	L&P
			(3,991)	Marketing
			4,085	Overheads
			(108,012)	
			(21,707)	Remainder of savings from other event types, less BH
			<u>(129,719)</u>	

Week ending:	Sept 15 b/f	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Total	Cash in/out re Budget 2016	Debtors / Creditors at Sep16	Budget 2016	Figures for allocation
Income:																		
2015 Debtors b/f		50,000.00	49,533.00	-										99,533.00				
Fundraising and sundry income		6,260.00	-	3,443.00	14,085.00	36,621.00	4,382.00	4,382.00	62,600.00	39,751.00	28,170.00	102,977.00	10,329.00	313,000.00	313,000.00	20,000.00	333,000.00	313,000.00
Fundraising - grants, donations and public funding		1,072.50	247.50	6,600.00	3,960.00	3,300.00	11,385.00	17,655.00	16,830.00	85,140.00	2,475.00	15,840.00	495.00	165,000.00	165,000.00	30,000.00	195,000.00	165,000.00
Corporation - core/extra					91,575.00			91,575.00			91,575.00			274,725.00	274,725.00		274,725.00	274,725.00
Corporation - other					21,897.00						59,203.00			81,100.00	81,100.00		81,100.00	81,100.00
Box office VATable					1,580.00	15,800.00	1,580.00	23,226.00	28,914.00	31,600.00	17,380.00	37,920.00		158,000.00	158,000.00		158,000.00	158,000.00
Bank interest				10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	100.00	100.00		100.00	100.00
VAT repayments														-				
TOTAL CASH IN		57,332.50	49,780.50	10,053.00	133,107.00	55,731.00	17,357.00	136,848.00	108,354.00	156,501.00	198,813.00	156,747.00	10,834.00	1,091,458.00	991,925.00	50,000.00	1,041,925.00	991,925.00
Cumulative income to date		57,332.50	107,113.00	117,166.00	250,273.00	306,004.00	323,361.00	460,209.00	568,563.00	725,064.00	923,877.00	1,080,624.00	1,091,458.00					
EXPENDITURE		Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items	Consolidated Items					
2015 creditors b/f		76,780.00												76,780.00				
2014 creditors b/f					14,882.15									14,882.15				
Artists		-	-	-	2,270.00	5,675.00	5,675.00	7,945.00	10,215.00	45,400.00	102,150.00	29,510.00	18,160.00	227,000.00	227,000.00		227,000.00	227,000.00
Corporation fund events		-	-	-	-	11,900.00	2,040.00	3,060.00	-	-	-	-	-	17,000.00	17,000.00		17,000.00	17,000.00
Venue and technical		-	-	-	-	-	3,370.00	3,370.00	5,055.00	45,495.00	25,275.00	50,550.00	35,385.00	168,500.00	168,500.00		168,500.00	168,500.00
Event staffing		-	-	-	-	-	-	-	4,700.00	5,640.00	6,110.00	25,850.00	4,700.00	47,000.00	47,000.00		47,000.00	47,000.00
Other event costs		-	-	-	-	-	-	-	-	420.00	280.00	27,300.00	-	28,000.00	28,000.00		28,000.00	28,000.00
Marketing		-	-	950.00	950.00	10,260.00	4,465.00	3,800.00	5,605.00	17,670.00	18,050.00	19,000.00	14,250.00	95,000.00	95,000.00		95,000.00	95,000.00
Administration fees		19,780.61	19,780.61	20,094.59	28,258.02	28,258.02	28,258.02	28,258.02	28,258.02	28,258.02	28,258.02	28,258.02	28,258.02	313,978.00	313,978.00		313,978.00	313,978.00
Office/premises expenses		722.83	1,890.47	10,008.36	1,890.47	2,335.28	8,062.29	1,723.66	2,835.70	14,790.13	1,056.44	1,946.07	8,340.30	55,602.00	55,602.00	3,798.00	59,400.00	55,602.00
Receptions/hospitality, Staff exps, Miscellaneo		217.85	217.85	217.85	2,062.27	2,178.45	2,033.22	2,178.45	116.18	1,452.30	2,178.45	217.85	1,452.30	14,523.00	14,523.00	3,477.00	18,000.00	14,523.00
Bowler Hat loan repayment - £150k over 5 yrs from 19 Mar 16							30,000.00							30,000.00	30,000.00		30,000.00	30,000.00
VAT payments														-	-		-	-
Depreciation & Contingency				100.00	250.00	250.00	350.00	450.00	2,000.00	4,500.00	1,300.00	800.00	10,000.00	10,000.00	10,000.00	19,666.00	29,666.00	10,000.00
TOTAL		97,501.29	21,888.93	31,270.80	50,412.90	60,856.75	84,153.53	50,685.13	57,234.91	161,125.45	187,857.91	183,931.94	111,345.62	1,098,265.15	1,006,603.00	26,941.00	1,033,544.00	1,006,603.00
Cumulative expenditure to date		97,501.29	119,390.21	150,661.01	201,073.91	261,930.67	346,084.20	396,769.33	454,004.24	615,129.69	802,987.60	986,919.53	1,098,265.15					
Surplus / month [-ve means loss]		(40,168.79)	27,891.57	(21,217.80)	82,694.10	(5,125.75)	(66,796.53)	86,162.87	51,119.09	(4,624.45)	10,955.09	(27,184.94)	(100,511.62)	(6,807.15)			8,381.00	
Cumulative surplus/deficit to date		(40,168.79)	(12,277.21)	(33,495.01)	49,199.09	44,073.33	(22,723.20)	63,439.67	114,558.77	109,934.31	120,889.41	93,704.47	(6,807.15)				30,000.00	
Cash at Bank projection	95,096.45	54,927.67	82,819.24	61,601.45	144,295.54	139,169.79	72,373.26	158,536.13	209,655.22	205,030.77	215,985.86	188,800.92	88,289.30	6,807.15			38,381.00	add back depreciation charge surplus per budget

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City of London Festival

Year ended 30 September 2015

		<u>Original Budget</u>
		<u>To Board</u>
<u>Income</u>		
	Ticket sales	179,000
	CoL core grant	297,000
	Sponsorship income	350,000
	Donations - Trusts and Foundations	145,000
	Donations - Public Funding	inc above
	City of London - other	<u>87,676</u>
		87,676
	Advertising and sundry income	20,000
	Individual giving	<u>80,000</u>
		682,676
	Street Guitar profits from extended loan	0
	Profits from extra services	0
	Income from interval drinks	0
	Bank interest earned	100
	TOTAL INCOME	<u>1,158,776</u>
<u>Expenditure</u>		
	<u>Overheads</u>	
	<u>Staff costs</u>	
		314,000
	<u>Office and premises</u>	
		61,500
	<u>Other</u>	
	Staff expenses	inc below
	Financial and professional costs	inc below
	Development costs	inc below
	Other general costs	<u>inc below</u>
	Sub-total	14,000
	<u>Depreciation and contingency</u>	
	Depreciation charges	29,990
	Contingency	<u>10,000</u>
	Sub-total	39,990
	Sub-total of overheads	<u>429,490</u>
	<u>Performers</u>	
		227,000
	<u>Technical</u>	
		209,000
	<u>Event staffing</u>	
		64,000
	<u>Other event costs</u>	
		36,000
	<u>Marketing</u>	
		95,000
	Learning & Participation	27,000
	Free Winter Series	18,000

Outdoor Programme

49,000 inc above

TOTAL EXPENDITURE

1,154,490

SURPLUS/(DEFICIT)

4,286

Prepared as at 2/11/15
Julia Brundell

Draft

Out-turn

	128,923
	297,000
292,850	
37,350	
83,493	
89,176	
<hr/>	
172,669	
10,499	
54,855	
<hr/>	
	568,223
	144
	149
	3,146
	85
	<hr/>
	997,670
	<hr/>

320,217

53,134

479	
7,508	
3,109	
10,152	
<hr/>	
	21,248

30,687	
0	
<hr/>	
	30,687
	<hr/>
	425,286

253,041

140,397

26,443

35,110

87,336

25,840

15,825

0

<u>1,009,278</u>
<u>(11,608)</u>

From: Community and Children's Services Committee Friday, 9 October 2015

**To: Establishment Committee
Culture, Heritage and Libraries Committee
Board of Governors for the City of London School
Board of Governors for the City of London School for Girls
Board of Governors for the City of London Freeman's School
Board of Governors for the Guildhall School for Music and Drama
Barbican Centre Board**

The Committee received a report of the Director of Community and Children's Services regarding the Local Authorities Designated Officer (LADO) activity for the period of April 2014 to March 2015, which is contained in the annual report for the City and Hackney Safeguarding Children's Board.

In response to a query, Members were advised of the activity that had taken place to raise the profile of this role and the recommendations for 2015/2016 in relation to multi-agency training.

RESOLVED – it was moved by the Chairman, seconded by the Deputy Chairman and unanimously agreed by the Committee that the report be circulated for information to the following Committees:

- Establishment Committee
- Culture, Heritage and Libraries Committee
- Board of Governors for the City of London School
- Board of Governors for the City of London School for Girls
- Board of Governors for the City of London Freeman's School
- Board of Governors for the Guildhall School for Music and Drama
- Barbican Centre Board

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Committee(s):	Date(s):
Community & Children's Services Safeguarding Sub Committee	09.10.2015 25.09.2015
Subject: Local Authorities Designated Officer Annual Report	Public
Report of: Director of Community and Children's Services	For Information

Summary

This report will give Members information about the Local Authorities Designated Officer (LADO) activity for the period of April 2014 to March 2015, which is contained in the annual report for the City and Hackney Safeguarding Children's Board. During this period there have been a total of five LADO referrals from various sources, which is lower than the City of London's statistical neighbours.

Members will be advised of the activity that has taken place to raise the profile of this role and the recommendations for 2015/2016 in relation to multi agency training. Outlining the progress that has already been made with these recommendations and how this has increased the number of referrals for this period from five the previous year to six, within a five month timeframe.

Recommendation(s)

Members are asked to: Note the Report

Main Report

Background

1. Local Authorities Designated Officer (LADO) Role

The responsibilities of the LADO are set out in the statutory guidance, Working Together to Safeguard Children (2015) and the London Child Protection Procedures (5th edn. 2015, Chapter 17). All allegations made against staff, including volunteers, that call into question their suitability to work with or be in a position of trust with children, whether made about events in their private or professional life, need to be formally reported to the LADO.

In the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly into the Assistant Director People. Guidance and training on professional allegations is available through the City and Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

The LADO would become involved when a professional or volunteer;

- Behaved in a way that has harmed a child or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way that indicates he or she would pose a risk of harm if they work regularly or closely with children.

Current Position

2. LADO Activity for April 2014 to March 2015

There have been concerns raised by the City and Hackney Safeguarding Children's Board about the low number of referrals to the LADO, which has been scrutinised within the quality assurance sub group of the board. In total there have been five referrals during the period of 2014 to 2015. Two were historical allegations, with one relating to a historical allegation against a teacher currently working in the City, which was unsubstantiated. The other relating to an incident that occurred in the late 50's and early 60's, which was investigated by the City of London Police.

Due to the number of referrals it is difficult to discern any particular themes, but there has been an increase in the number of historical allegations, which reflects a wider national picture. Despite efforts to raise awareness around the LADO role there continues to be a low referral rate of professional allegations from

school's nurseries, voluntary agencies and commissioned services in the City of London.

For 2014 to 2015 the key priorities have been to raise the profile of the LADO role with staff across the City of London Corporation and with external partners. This has been achieved by;

- working closely with agencies around their safeguarding responsibilities.
- offering advice and support around individual case concerns.
- assisting agencies with the referral process to the LADO.
- providing support and guidance to maintained and independent schools in the City through the Education Forum in regard to the referral process and criteria re professional allegations.
- raising awareness with partner agencies who attend the Children's Executive Board.
- introducing a Corporate Safeguarding Policy for Children and Adults in January 2014 which clearly sets out the guidance for professionals allegations.
- working with safeguarding champions across the City of London Corporation as to the role of the LADO.
- explaining the role of the LADO in briefing within the wider safeguarding campaign, "Notice the Signs".

The priorities for 2015 to 2016 will be to continue raising awareness; this will be achieved by;

- Ensuring that all professionals who work with children, from the statutory, voluntary and independent sectors, are engaged and understand the LADO process. Training events will also be held.
- A Safeguarding Conference was to be arranged in the City; this has now taken place and has been well attended by partner agencies.
- Quality assurance of in-house and independent safeguarding training will be taken to ensure that it is to an appropriate standard.
- There will be a review of how agencies ensure that parents feel confident and able to raise safeguarding concerns about professionals.
- A peer review of City of London LADO cases will be completed by another local authority.

Conclusion

3. It has been concerning that there have been a low number of LADO referrals in the City of London, despite efforts to increase awareness. One of the recommendations from the annual LADO report was to increase awareness around professional allegations by delivering multi-agency training. Training sessions were commenced in August 2015 and further training is planned for October 2015 and February 2016.

Since April 2015 there has been a significant increase in the number of LADO referrals. For 2014 to 2015 there were a total of five referrals for the whole year and since April of this year there have been six. It is not clear at this stage whether the increase in the number of referrals is due to professionals having increased awareness, however this will be reviewed and the findings will be incorporated in the annual report for 2015 to 2016. Guidance on Local Authorities Designated Officer role is now on the City and Hackney Safeguarding Children's Board web site.

Appendices

Local Authorities Designated Officers Annual Report for 2014 /2015

Background Papers

Working Together to Safeguard Children (2015)
[https://www.gov.uk/.../Working Together to Safeguard Children.](https://www.gov.uk/.../Working%20Together%20to%20Safeguard%20Children)
London Child Protection Procedures 5th edition, 2015, Chapter 17
www.londonscb.gov.uk/procedures/
City of London Local Authorities Designated Officer Guidance
www.chscb.org.uk

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City of London Local Authority Designated Officer (LADO) Annual Report 2014 - 15

1. Introduction

This report to City and Hackney Safeguarding Children Board provides an overview of the work of the Local Authority Designated Officer (LADO) in the City of London between April 2014 and March 2015. The report will review the progress that has been made to raise awareness around the safeguarding role during the year, as part of a wider safeguarding campaign. Identifying what action has been taken and the referral figures and outcomes.

2. LADO role

The responsibilities of the LADO are set out in “Working Together” to safeguard children, March 2015 and the London Child Protection Procedures 5th edition, 2015, Chapter 17. All allegations made against staff (including volunteers) that call into question their suitability to work with or be in a position of trust with children, whether made about events in their private or professional life, need to be formally reported to the LADO.

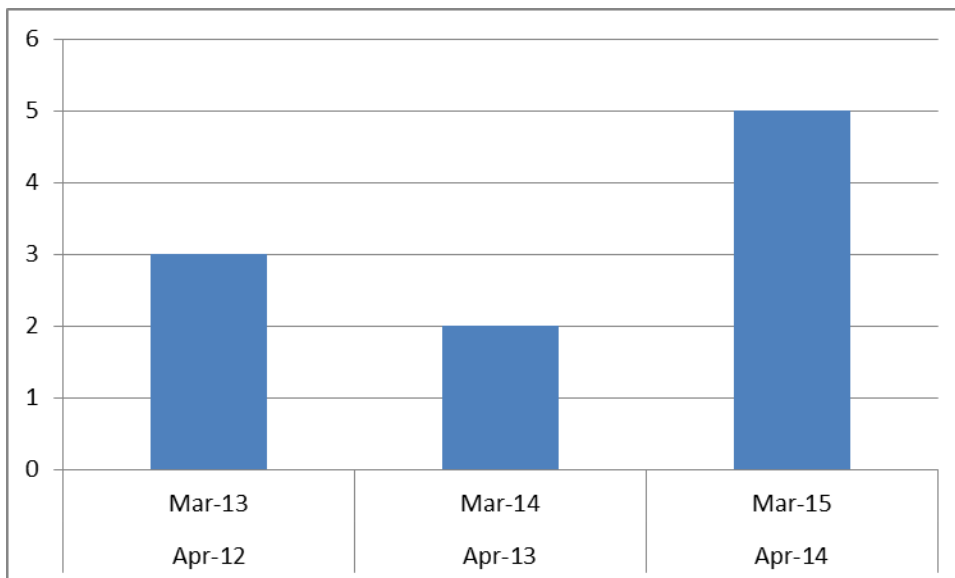
In the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly into the Assistant Director People. Guidance and training on professional allegations is available through the City and Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

3. Referrals

Since the Safeguarding and Looked After Children Ofsted Inspection in March 2012 there have been concerns raised around the low level of referrals to the LADO. Fig 1 shows the number of referrals received for each year since 2012. In Fig 2 there appears to be an increase in referrals for 2014 to 2015, two were historical allegations, with one of the historical allegations referring to a teacher at the school. One was a LADO referral

from the Substance Misuse Partnership and two were contacts from other Local Authorities.

Fig 1 Referrals from 2012 to 2015



Significant efforts have been made to raise awareness of the LADO role since March 2012. Following the Ofsted inspection the LADO has visited nurseries, schools and youth service providers, speaking with agencies about the role of the LADO and the pathways for making referrals. There is still further work required in working with voluntary agencies, police and probation to ensure that all we engage with all agencies in the City.

City of London has one maintained primary school and five Independent Schools. Out of the five schools, two are secondary, one is a specialist music and drama school, catering for children from 8 to 18 years and two are preparatory schools, the majority of children attending these schools come from other boroughs. There has also been an independent review of safeguarding in the schools that come under the governance of the City of London, which consists of four in the City and one based in Surrey. This was completed in 2013 and recommendations around safeguarding training were acted on by the school, which was evidenced by a follow up review in 2014.

There are also six private nurseries and one children's centre, which is attached to the maintained primary school. These settings have also been visited as part of the raising awareness of the LADO role. Safeguarding training has also been offered to these settings and has taken place at the weekend to maximise attendance, this training was well attended across the nursery settings. Recently there has been a safeguarding awareness campaign called "Notice the Signs", 477 City of London employees and external agency staff were spoken to during this campaign about the role of the LADO. A key message of these briefing's taking place was to raise

awareness around the corporate safeguarding policy, which outlined professionals responsibilities in regard to professional allegations.

Fig 2 Referral Sources for LADO referrals 2014 to 2015

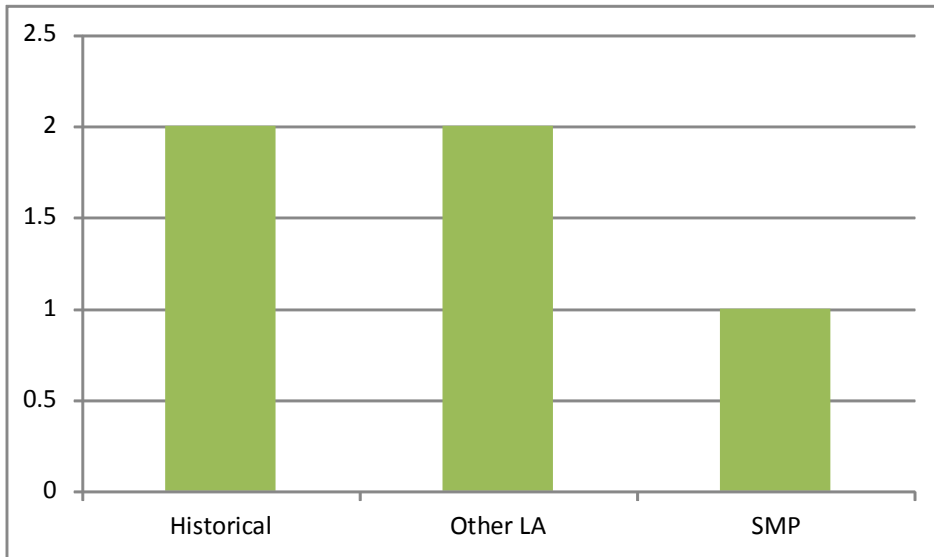
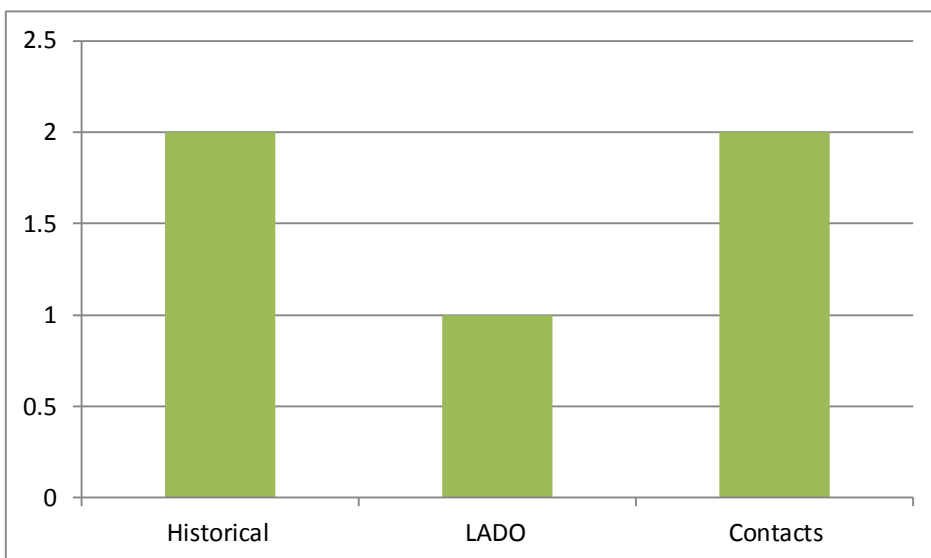


Fig 3 Referral type



This report identifies that there has been, and continues to be a sustained effort to raise awareness around the LADO role and professional allegations. When looking at the low referral rate from the Police and

Probation Service it is comparable with other local authorities for the year 2013 to 2014.

Hackney	- 0 from Probation Services	- 1 from the Police
Camden	- 0 from the Probation Services	- 4 from the Police
Enfield	- 0 from the Probation Services	- 0 from the Police
Haringey	- 0 from the Probation Services	- 0 from Police

As for health, the City and Hackney Safeguarding Children's Board is requesting information from health providers as to the low referrals rate from health visitors and this is currently being progressed.

4. Emerging themes

Due to the number of referrals it is difficult to discern any particular themes, but there has been an increase in the number of historical allegation, which reflects a wider national picture. As previously identified despite efforts to raise awareness around the LADO role there continues to be a low referral rate of professional allegations from school's nurseries, voluntary agencies and commissioned services in the City of London.

When analysing our data in comparison to other Local Authorities the City does have a low referral rate in relation to the numbers of referrals per percentage of educational establishments. When compared to other Local Authorities the City has two referrals less than the lowest cohort and approximately six referrals less than the highest.

A thematic review of the LADO referrals received has shown that parents have sometimes been reluctant to raise concerns around problems with staff. This has been due to their concerns that it may have implications on their child's place at the establishment. This is especially prevalent at the more prestigious independent establishments, when this has been raised as a factor, assurances have been given to parents.

Further scrutiny of the low referral rate has been undertaken through the s11 auditing process. This audit identified that there was full compliance around the handling of professional allegations by those agencies that completed the audit. However this does not prevent the need for continued scrutiny and training around professional allegations, which will be progressed during 2015/2016.

5. Multi-agency working

The City of London works closely with partners, schools and nurseries, who are represented on the City of London Executive Safeguarding Children's Board and the Education Forum, where safeguarding issues are

discussed. As part of the LADO role support and advice is offered to partners around their safeguarding duties, policies and procedures and individual case advice on potential referrals to social care. Training provided by the City and Hackney Safeguarding Board has been taken up by agencies in the City as can be seen by the information below. The schools have also commissioned in their own safeguarding training. A key area for development for 2015 to 2016 will be to scope and quality assure the training that is taking place within the schools and nurseries.

Data collated from CHSCB on the 26th February 2015 has identified that;

Six attended from the City:

Two members of staff- Guildhall School of Music and Drama
One member of staff – Charterhouse Square School
One Member of staff – St Pauls Cathedral School
Two members of staff- The Prince’s Drawing School

10 October 2014 – five attended

One member of staff – London Islamic School
One member of staff– Outward Housing
One member of staff – Respect
One member of staff – St Pauls Cathedral School
One member of staff – Windsor Fellowship

6 May 2014 - seven attended

Four members of staff – Cass Child & Family Centre
One member of staff – Guildhall School of Music & Drama
Two members of staff – London Islamic School

In January 2014, the Department of Community and Children’s Services developed a corporate-wide safeguarding policy, which aimed to ensure that all areas of the organisation had a clear understanding of the shared legal duties around safeguarding for children at risk of harm. A key area for development for 2015 to 2016 will be to evaluate whether this has had an impact on increasing awareness across the corporation. This will be achieved by ascertaining whether there has been an increase in the number of contacts with the safeguarding champions across the City of London Corporation.

The LADO continues to develop positive working relationships with partner agencies, from the City of London Police, Community Paediatricians, Adult Safeguarding, HR, and Commissioning. The LADO also represents the City on City and Hackney Safeguarding Children Boards, Training and Development Sub Group and Quality Assurance Sub Group.

6. Increasing awareness of the Managing Allegations process

As can be seen by this report there have been initiatives to raise awareness around the role of agencies in managing professional allegations. This has been achieved through face to face meetings with the LADO and through safeguarding briefings, with City of London staff, schools and nurseries. In February/March 2013 the City of London's Town Clerk commissioned an independent review of safeguarding arrangements which was undertaken by an independent consultant. This review involved four of the independent schools who came under the governance of the City of London.

Recommendations from this report identified that one of the School's needed to have a designated Child Protection lead who had received safeguarding training commensurate with the role. Further safeguarding training was also identified for teaching staff and Governors within the organisation. The City of London supported the commissioning of safeguarding training and eLearning modules for staff, which when reviewed in 2014 had been completed. There is also a safeguarding lead who has received training on professional allegations by the City and Hackney Safeguarding Children's Board by employees.

7. Links in London and nationally

The City of London LADO is a member of the pan-London LADO group which meets on a quarterly basis. This is a sub-group of the London Safeguarding Children Board.

8. Police Notifications – Notifiable Occupational Scheme (NOS)

Between April 2014 and March 2015 there was one referral to the LADO, which came through the MARAC forum, relating to a young male who came to police attention for a matter related to an allegation of harm to a child, and his occupation met the criteria under this scheme.

Where the employer can be identified, the information received in the notifications is passed to the employing organisation to address, but the employing organisation is not always clear from the referral, and in these cases no further action can be taken.

It would add to the effectiveness of the Scheme if at the point when the police officer asks for the nature of the employment in order to assess whether to refer in relation to NOS, the officer also asks the name of the employer.

9. Update on 2014- 15 Development priorities

Worked closely with agencies around safeguarding responsibilities

- By offering advice and support around individual case concerns;
- Assisting agencies with the referral process;
- Support and guidance provided to maintained and independent schools in the City through the Education Forum;
- Partner agencies attend the Children's Executive Board where safeguarding priorities and initiatives within the Department Business Plan are reviewed;
- The City of London introduced a Corporate Safeguarding Policy for Children and Adults in January 2014;
- Safeguarding Champions were identified across the City of London Corporations to support employees;
- A safeguarding awareness campaign called "Notice the Signs" was launched to raise awareness about safeguarding, including the LADO role. This campaign targeted all City of London employees and residents.

10. Service Development Priorities 2015/16

- Ensure that all professionals who work with children, from the statutory, voluntary and independent sectors, are engaged and understand the LADO process.
- Review independent safeguarding training, in relation to quality and frequency.
- Safeguarding Conference to be arranged in the City.
- Training events for City of London employees and partner agencies around safeguarding and professional roles and responsibilities.
- Meet with Safeguarding Champions on a quarterly basis to review referrals.
- Review of how agencies will ensure that parents feel confident and able to raise safeguarding concerns about professionals.

- Peer review to be undertaken on LADO cases.

Pat Dixon, LADO
Safeguarding and Quality Assurance Service Manager

ALLEGATIONS AGAINST PEOPLE WHO WORK WITH CHILDREN IN
Date: April 2013-March 2014

1. Total number of Referrals to the Local Authority Designated Officer			
Local Authority	City of London	Number of referrals regarding allegations and matters of concern	5
2. Number of Referrals about each or organisation			
Agency	Number		
1.Social Care	2 Two contacts made from other LA		
2.Health-hospital staff	0		
3.Health-community	0		
4.Education	1 Historical Allegation relating to a current employee.		
5.Early Years-Child-minder	0		
6.Early Years-Nursery Staff			
7. Foster Carer-IFA with other LA children or other LA in house carers living in City.	0		
8.Police	0		
9.Probation	0		
10.CAFCASS			
11.Voluntary Organisations Include sports clubs, scouts, brownies, dance clubs and charitable organisations	0		
12.Faith Groups	0		
13.Immigration/Asylum Support services	0		
14.Transport Transport provided to services through a contract	0		
15.Care Agency	0		
16.Other Dept. in City of London	1 LADO referral from substance misuse partnership		
17 Other	1 Historical allegation from alleged victim.		
18. Leisure Services	0		
19.Adult Services	0		
20.Housing Associations/ Providers	0		

3. Who made the Referral	
	Number
1.Social Care	2 Islington and Luton LADO's contact
2.Health-hospital staff	0
3.Health-community	0
4.Education	1 Historical allegation which came through School via an email in relation to current member of staff.
5.Early Years-Child-minder	0
6.Early Years-Nursery Staff	0
7.Foster Carer-IFA with City of London children	0
8.Police	0
9.Probation	0
10.CAFCASS	0
11.Voluntary Organisations Include sports clubs, scouts, brownies, dance clubs and charitable organisations	0
12.Immigration/Asylum Support services	0
13.Transport Transport provided to services through a contract	0
14.Care Agency	0
15.Other Dept's City of London	1 Referral from Substance Misuse Partnership.
16. Other	1 self-referral from alleged victim of historical abuse.
17.Leisure Services	0
18.Adult Services	0
19.Housing Associations/Housing Providers.	0

Number of referrals about an adult within specific employment/volunteer sector which reached a multi-agency strategy discussion and/or meeting and primary reason(s) for referral.

Employer	Physical <i>state whether concern arose from authorised physical intervention restraint or arrest</i>		Emotional	Sexual	Neglect	Behaviour which called into question person's suitability
	Yes	No				
Social Care						1 LADO referral SMP
Health-hospital staff						
Health-community						
Education-teaching staff				1 LADO referral from school, historical allegation-not proven		
Education-non teaching staff						
Early Years-child-minders						
Early Years-nursery staff						
Foster Carers-IFA with City children						
Police						
Probation						
CAFCASS						
Voluntary Organisations						
Faith Groups						
Armed Forces						
Immigration/Asylum Support Services						
Care Agencies						
Transport				1 Historical allegation, self-referral to		

				LADO, forwarded to Police for investigation		
Other						
Leisure Services						
Adult Services						
Housing Associations/Provider						
4. Number of referred cases that resulted in: <i>please note there could be more than one outcome</i>						
Being Substantiated	2					
Being Unsubstantiated	3					
Being Unfounded	0					
CSM held	2					
Met the threshold for LADO input but not for a Complex strategy meeting	Of the five referral received by the LADO, two were historical allegations, one of which was relating to a current member of staff at the school. Two were contacts where the City was not the primary LADO involved, and one was a LADO referral from the substance misuse partnership.					
Criminal investigation/joint work with CAIT	0					
Criminal prosecution	0					
Caution	0					
Conviction	0					
Acquittal	0					
Initial inquires by employers						
Disciplinary investigation	0					
Disciplinary meeting/hearing	0					
Suspension	0					
Dismissal	0					
Cessation of use	0					
Deregistration	0					
Training needs identified for member of staff or the agency.	1 - Concerns around the delay in referring to LADO, employee who reported incident appeared unclear as to his role.					
Risk Assessment completed by Employer	1					
Referral to DBS	1 referral made to DBS by LADO of lead LA, as he had misled employers' in regard to have a previous conviction. Agency in City seen by City LADO re there role					

	responsibility in checking DBS.
Referral to regulatory body e.g. GMC /Ofsted etc...	
5. At the point of conclusion, the number of cases that were resolved within the following timeframes	
1 month	4
3 months	1
6 months	

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