



Culture, Heritage and Libraries Committee

Date: MONDAY, 7 MARCH 2016
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	Stephen Quilter
Alderman Sir Roger Gifford	Delis Regis
Alderman Alison Gowman	John Scott
Deputy the Revd Stephen Haines	Deputy Dr Giles Shilson
Graeme Harrower	James Tumbridge
Tom Hoffman	Mark Wheatley
Ann Holmes	Deputy John Tomlinson (Ex-Officio Member)
Wendy Hyde	Deputy John Bennett (Ex-Officio Member)
Deputy Jamie Ingham Clark	

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the meeting held on 25 November 2015.

For Decision
(Pages 1 - 6)
4. **CITY BUSINESS LIBRARIES VISION AND STRATEGY REPORT**
Report and of the Director of Culture, Heritage and Libraries.
Presentation by the Business Engagement Manager – City Business Library.

For Information
(Pages 7 - 24)
5. **SPITALFIELDS MUSIC**
A presentation from the Chief Executive, Spitalfields Music.

For Discussion
6. **IMPLEMENTATION OF GRANTS REVIEW**
Report of the Town Clerk.

For Decision
(Pages 25 - 28)
7. **INCOME GENERATION**
Report of the Chamberlain (on behalf of the Chief Officers' Summit Group).

For Decision
(Pages 29 - 40)
8. **ALDGATE ARTS EVENTS AND PLAY - GATEWAY 6 - PROGRESS REPORT**
Report of the Director of the Built Environment.
This report has been received by the Community and Children's Services Committee on 12.2.16 and the Streets and Walkways Sub Committee on 22.2.16.

For Information
(Pages 41 - 50)
9. **EASTERN CITY CLUSTER - PUBLIC ART (YEAR 5 & 6) - GATEWAY 6 - UPDATE REPORT**

Report of the Director of the Built Environment.

This report was approved by the Streets and Walkways Sub Committee on 22.2.16 and the Projects Sub Committee on 25.2.16.

For Decision
(Pages 51 - 72)

10. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2015- 18: Q3 - MONITORING REVIEW**

Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 73 - 98)

11. **DEPARTMENTAL RISK REPORT: QUARTER 3**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 99 - 112)

12. **SHAKESPEARE 400 - WORKING IN PARTNERSHIP**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 113 - 116)

13. **LONDON METROPOLITAN ARCHIVES (LMA) - DIGITISATION UPDATE REPORT**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 117 - 122)

14. **CITY ARTS INITIATIVE - RECOMMENDATIONS FOR APPROVAL**

Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 123 - 126)

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

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

17. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

18. **NON PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 25 November 2015.

For Decision
(Pages 127 - 128)

19. **HERITAGE LOTTERY FUNDING - POLICE MUSEUM**

Report of the Director of Culture, Heritage and Libraries.

This report was approved by the Projects Sub Committee on 1.12.15.

For Information
(Pages 129 - 134)

20. **INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW**

Report of the Chamberlain (on behalf of the Chief Officers' Summit Group).

This appendix refers to agenda item 6.

For Decision
(Pages 135 - 174)

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

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Wednesday, 25 November 2015

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Wednesday, 25 November 2015 at 11.30 am

Present

Members:

Vivienne Littlechild (Chairman)	Deputy Jamie Ingham Clark
Graham Packham (Deputy Chairman)	Deputy Alastair King
Keith Bottomley	Paul Martinelli
Dennis Cotgrove	Jeremy Mayhew
Deputy Billy Dove	Sylvia Moys
Deputy Anthony Eskenzi	Barbara Newman
Lucy Frew	Ann Pembroke
Alderman Sir Roger Gifford	Emma Price
Alderman Alison Gowman	Deputy Gerald Pulman
Deputy the Revd Stephen Haines	John Scott
Graeme Harrower	Deputy Dr Giles Shilson
Ann Holmes	Deputy John Tomlinson (Ex-Officio Member)
Wendy Hyde	Deputy John Bennett (Ex-Officio Member)

In Attendance

Officers:

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

1. APOLOGIES

Apologies were received from Mark Boleat, Tom Hoffman, Henrika Priest, Stephen Quilter, Judith Pleasance and Mark Wheatley.

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

Mr Mayhew and Mrs Littlechild declared general (non-pecuniary) interests in respect of agenda item 9: City of London Festival, by virtue of their positions as Directors of the City of London Festival Board.

3. **MINUTES**

The public minutes and non-public summary of the meeting held on 23rd September 2015 were approved.

4. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS OF THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**

The Committee considered a report of the Town Clerk in respect of the Committee's Terms of Reference and frequency of its meetings.

Members were asked to consider the following addition to the Committee's Terms of Reference, in response to progress with the Corporate Review of Grants project:

“dealing with requests for grants for cultural/arts programmes from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee”.

In response to queries about the Committee's visibility and role in evaluating all requests for grants for cultural/arts programmes and allocation of funding, the Director of Culture, Heritage and Libraries explained that these matters were also being resolved as part of the Corporate Review of Grants. Members noted that this sought to deliver a more co-ordinated approach to corporate grant giving and recognised the importance of ensuring that a funding stream around culture and the arts becomes one of the outcomes of the Review.

In response to a suggestion that the Committee's Terms of Reference include a paragraph on monitoring and oversight of the Department's Risk Register, the Director considered this to be part of regular day-to-day management of the Department, as set out in item 7 on today's agenda. The Town Clerk agreed to consider this request, in conjunction with similar reports going before the grand committees, in preparation for the Annual White Paper, which would be presented to the Annual Court of Common Council in April 2016.

RESOLVED, that - the above reference to requests for grants from cultural/arts programmes be included in the Terms of Reference for the Culture, Heritage and Libraries Committee.

5. **CULTURE HERITAGE & LIBRARIES BUSINESS PLAN 2015-2018 - QUARTER 2 MONITORING REVIEW**

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the Department's Business Plan 2015-18 – Quarter 2 – Monitoring Review.

RESOLVED, that:

1. The Quarter 2 progress shown against the Department's Key Objectives, KPIs and Corporate Service Response Standards be noted.
2. The financial information and capital projects spend to date be noted.

3. The visitor comparison data be noted.

6. REVENUE AND CAPITAL BUDGETS - 2016/17

The Committee considered a joint report of the Chamberlain and the Director of Culture, Heritage and Libraries, which presented the annual submission of the revenue and capital budgets overseen by the Committee.

RESOLVED, that:

1. The provisional 2016/17 revenue budget be approved for submission to the Finance Committee;
2. The draft capital budget be approved;
3. The Chamberlain, in consultation with the Director of Culture, Heritage and Libraries be authorised 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.

7. DEPARTMENTAL RISK REPORT - QUARTERS 1 & 2

The Committee considered a report of the Director of Culture, Heritage and Libraries, which sought to assure Members that the risk management procedures in place within the Culture, Heritage and Libraries Committee were satisfactory and met the requirements of the Corporate Risk Management Framework.

Members expressed some frustration at the length of time taken to repair a leak in Guildhall Library. The City Surveyor advised that a repair initially made six months ago had been unsuccessful but a more recent repair seemed to have fixed the problem, however further monitoring during wet weather would be necessary before confirming this.

RESOLVED, that – the report be noted.

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

The Committee considered a report of the Director of Culture, Heritage and Libraries, which presented the recommendations of the City Arts Initiative meeting on 5th November 2015.

RESOLVED, 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 the agreement of the applicant.
5. Heartstone be referred to the Museum of London, with who the applicant is already in discussion, due to the photographic focus of

the Martin Parr exhibitions at Barbican and Guildhall Art Gallery (in house and on-street) at the same time.

6. Display Gallery be approved, subject to further clarification and commission agreement.

9. **THE CITY OF LONDON FESTIVAL**

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the City Arts Trust's Annual Report on the 2015 City of London Festival and its plans for 2016.

The Chairman of the City Arts Trust had been invited to address the Committee and answer Member questions. During his presentation, the following points were noted:

- The Festival had experienced some organisational challenges since the Chairman became involved. The 2014/15 Festival made a significant loss which depleted the reserves; however, losses in 2011/12 had reduced considerably.
- 2015 had seen increased ticket sales and very good reviews. The deficit position of £200,000 had reduced to £11,000 and a small surplus was expected in 2016.
- The Festival Board's aspiration was to continue to deliver a broader sustainable festival; to include comedy, theatre and outreach projects, such as office choirs. The Museum of London would be included in the programme for the first time in 2016.
- Planning for 2015/16 was at an advanced stage and would be shared with the Festival Board shortly. The Chairman was confident of a high quality, diverse offer.
- The appointment of a new Director was expected by mid-December; there had been other senior management appointments, including an internal promotion and a new Development Team was in place.
- Historically, the Festival had received more individual than corporate sponsorship but once programmes and volumes had been confirmed, this should attract more interest.
- The Festival was currently redeveloping its website and would like to add a ticketing capability but the Barbican service would be used for 2016.
- The Chairman of the Barbican Centre Board (an ex-officio Member) invited the Chairman of the City of London Festival to email the Managing Director of the Barbican Centre, setting out his requirements in respect of ticketing and audience data. Members were keen to facilitate joined up working with the Barbican Centre in this matter.

- There were several options under consideration for the Bowler Hat in 2016; i.e. Patternoster, Broadgate, Finsbury Square and the Moat at the Tower of London. A cabaret format was also proposed for 2016 rather than arena style, running for 2 weeks, not 2 and a half. Further suggestions from Members were welcomed.

RESOLVED – that, the report be noted.

10. LOCAL AUTHORITIES DESIGNATED OFFICER ANNUAL REPORT

The Committee received a resolution of the Community and Children’s Services Committee, which sought to present the Local Authorities Designated Officer (LADO) Annual Report to the Culture, Heritage and Libraries Committee, amongst others, for information.

RESOLVED, that – the Annual LADO report be noted.

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

In response to a question about publicity of various events, officers explained that some were not communicated early as they were waiting on sponsorship. The Seasonal Events Guide would continue to be placed in Members’ pigeon holes.

12. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

- The Chairman commended Nick Bodger and his team for the excellent Tourism Management Institution event at the Guildhall Art Gallery, Tower of London and Tower Bridge, the delegates were highly enthusiastic and provided very positive feedback on the event.
- Following a visit to the National Library of Scotland by Mrs Pembroke and a discussion with the Curator about their collection of Keats documents, the Chairman agreed to provide this information to the Curator at Keats House.

13. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph No.
14 – 20	3
21	1, 3

14. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 23rd September 2015 were approved.

15. **TOWER BRIDGE AND THE MONUMENT PRICING REVIEW - 2016/17**
The Committee considered and approved a report of the Director of Culture, Heritage and Libraries.
16. **TOWER BRIDGE AND MONUMENT PERFORMANCE REVIEW - APRIL - SEPTEMBER 2015**
The Committee received a report of the Director of Culture, Heritage and Libraries and received a short presentation on September's Bascule concerts which had been very successful and attracted considerable media interest.
17. **REFURBISHMENT OF TOWER BRIDGE ENGINE ROOMS INTERNAL RECEPTION AND GIFT SHOP**
The Committee received a report of the Director of Culture, Heritage and Libraries, which had been approved by the Projects Sub Committee on 8th October 2015.
18. **THE GREAT FIRE COMMEMORATIONS 2016 - ORAL UPDATE**
The Director of Artichoke provided Members with an update on proposed commemorations for the 350th Anniversary of the Great Fire in 2016.
19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There was one question while the public were excluded.
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items.
21. **SERVICE BASED REVIEW SAVINGS 2016/17**
The Committee received a Confidential (Member only) report of the Director of Culture, Heritage and Libraries in respect of a decision which had been approved, in principle, 12 months previously and was progressing accordingly.

The meeting ended at 1.10 pm

Chairman

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Committee(s)	Dated:
Culture, Heritage and Libraries	07/03/2016
Subject: City Business Library Vision and Strategy Report	Public
Report of: Director of Culture, Heritage & Libraries	
Report author: Sara Pink - Head of Guildhall and City Business Libraries	For Information

Summary

This summary report outlines the vision and strategy for City Business Library.

City Business Library Vision:

Reimagine the service to become a key business hub in the heart of the City of London. Offer a modern and flexible business service that supports a variety of different users to develop a business and/or themselves.

City Business Library is embarking on a period of transition to reposition itself as a leading business hub in the heart of the City of London. This programme of change will build on the wide range of business information resources already available, combined with additional services and income generating activities to enhance the customer experience and benefit the Corporation.

Recommendation(s)

Members are asked to:

- Note the contents of this report and the two appendices.

Main Report

Background

- In order to build on the success of City Business Library, within the context of Culture, Heritage and Libraries and the City's Strategic Aims framework, developing internal partnerships and aligning our business planning with those of the City of London Corporation is paramount. Currently, City Business Library is partnering with the Economic Development Office to offer enterprise support for London and increase employability and will, potentially, be partnering with the Department of Community and Children's Services around delivery of their adult learning courses.

City Business Library Aims:

- To provide a modern business service that supports London and beyond with business information needs, offering free access to the most comprehensive choice of business information in the UK
- To fully capitalise on all commercial opportunities to attract new users. Reinvest any additional income back into key projects to enhance the customer experience
- Continue to place the development of businesses and individuals at the heart of everything we do by offering a highly regarded and accessible seminar/workshop and training programme
- Increase the awareness of the service through highly effective internal and external partnership working
- Through effective partnership working, expand the reach of the service to provide greater enterprise support for customers across London

Appendices

- City Business Library Vision and Strategy, 2016-17
- City Business Library 2015 survey results and key findings

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Vision and Strategy 2016-2017

Executive Summary

The City Business Library (CBL) is embarking on a period of transition to reposition itself as a leading business hub in the heart of the City of London. This programme of change will build on the amazing range of business information resources already available in the library, with some additional services being developed to enhance the customer experience.

A period of research and reflection took place at the start of the journey to really understand what the current users felt about the service and what improvements were required. This analysis was undertaken by distributing a customer survey whilst undertaking a competitor analysis as well as canvassing the views of existing speakers, partners and customers where appropriate.

CBL's key benefits were identified in order that the service's Unique Selling Points (USPs) could be established. All future decisions about the service transformation will be made in line with the USP's so that the service does not lose sight of its vision. These USPs and the CBL vision will always remain at the core of the service and the CBL brand transformation will be developed with them in mind. The vision for CBL is to build on the success of the service and expand its reach to new audiences and to unify the branding to ensure that all the components of the service have a common message.

Recommendations

Based on the results of the customer survey and other research undertaken of CBL's competitors, the following recommendations would enable the transformation of the service to be realised:

- Re-brand the library to encapsulate the vision of the service as a modern business hub in the heart of the City of London. Use the enviable central location of the service as an integral part of this re-branding.
- Retain the City Business Library name but develop a series of straplines that fully communicates the service's USPs and variety of different services available to provide a unified message to customers.
- Review all commercial opportunities to attract more users to access the various services on offer in the library and digitally i.e. membership scheme, training & meeting room hire, eLearning platform, online free business advice and a possible introduction of a Costa Coffee machine.
- Use any additional income in excess of the income target to invest in specific projects to attract new users to the service i.e. the development of a school, college and University programme or the investment in new databases to support business growth i.e. expanding the range of Intellectual Property information.
- Expand the already successful and award winning seminar and workshop programme to ensure that the service caters for all customer groups proportionately as well as offering increased out of hours seminars. Review the use of existing speakers to ensure they are fit for purpose and encourage new speakers to join the programme to enhance the offer.
- Expand the external corporate partnership development programme to strengthen the CBL seminar offer to new audiences across London. This will enable CBL to develop its reputation as a robust learning centre for business growth.

- Work in partnership with EDO and other COL departments to deliver a clear impact on the COL Employability Strategy and ensure that business plans are aligned.
- Review the feasibility of re-zoning the space envelope to provide a space that is flexible and modern, which can be used in a multi-functional way so that there are quiet spaces for research and study and areas to network and make business calls.
- Continue to collate customer feedback to help inform any changes to the environment and to drill down even further into the proposed re-zoning project to really understand what customers need from the space. Distribute customer surveys and/or deliver focus groups to seek further feedback if required. Ensure that all changes made to the service are based on customer feedback.

Background Information about the City Business Library

The City Business Library is the only dedicated space for business information in the UK, offering free access to the UK's most comprehensive collection of business databases and publications, including general start up advice, plus national and international market research data, statistics, company data and business news. All the information is current and from reliable sources.

The service provides information for customers who are starting a business, including: writing a business plan; deciding where to trade; start-up costs; finding finance; whether to set up as a sole trader, partnership or company; plus much more. The market research held at the Library provides valuable information on what is currently happening in each industry and also forecasts for both the UK and worldwide. Customers can identify companies by geographical location, industry, size, and date of incorporation and see 10 years' of financials (all filings held at Companies House). In addition, there are profiles on companies worldwide and facilities for businesses to create B2B mailing lists all free of charge.

To support businesses further, CBL has also developed an award winning seminar and workshop programme which has been running for almost five years. CBL has won a High Impact Award for the past three years for his contribution to the Global Entrepreneurship Week. CBL has also been offering meeting and training rooms for commercial hire to enable the service to achieve its income target. Room bookings in 2015 saw a 50% increase against bookings in 2014 which is a considerable step change for the service allowing the service to achieve its income target for 2015/16.

As CBL is funded by the City of London Corporation in the heart of the financial and business district it makes sense that the Corporation offers this space as a modern business service. The services currently on offer in CBL fully support the CHL Strategic Aims and the COL Strategic Aims. The main focus for CBL in 2016/17 within the CHL strategic aim framework is focus on improving the service under S1 and S3. The expansion of CBL's partnership agenda will not only promote the service to new users but strengthen the service's reputation as a key business hub in London. In addition, CBL will be supporting the CHL S3 strategic aim in 2016 by strengthening the remote resources via the CBL webpages to enable customers to access support and advice outside of the services' opening hours.

CBL also supports all of the City of London Strategic Aims as all the services on offer are enabling businesses to start and scale up across London, thus supporting The City as a world leader in

international finance and business. CBL is a flexible business service that delivers a variety of services to support different users ranging from detailed research needs, access to free wifi, accessing seminars and workshops or booking a meeting room. Customer feedback highlights that the service and advice provided by CBL is highly regarded demonstrating that CBL is a high quality and efficient business service. Some of the recommendations listed above highlight how the service can continue to develop its offer and enable the service to future proof its offering by building on its current success to develop a modern business service. Finally, CBL is proud of the employability support on offer around Enterprise support and individual career development/CV advice. In addition, the hugely popular quarterly seminar programme provides an affordable and accessible learning programme for all its customers.

Aligned Business Planning for 2016/17

In order to build on the delivery of CBL within the context of the CHL and COL Strategic Aim framework, developing internal partnerships within COL is paramount. Currently CBL is partnering with EDO to scope what enterprise support is required in London based on the key challenges of the locality. This scoping exercise will then feed into the COL Enterprise Strategy in summer 2016. By ensuring that CBL and EDO have aligned business plans for 2016/17 we can make sure that the enterprise strategy works hand in hand with the practical support already delivered by CBL. More information about this partnership and the COL Enterprise Strategy will be distributed when available.

In addition to the above, CBL will also potentially be partnering with the Department of Community and Children's Services to enable them to use some of our training rooms to deliver some of their adult learning courses whilst they current site is refurbished. This partnership is currently in the early stages and but if it goes ahead, they will start to deliver some of their curriculum from CBL in the new financial year.

Background Research

Prior to establishing the future direction of travel for the City Business Library, a period of research was undertaken to agree the best way forward. The starting point of this research was to create and distribute a customer survey via Survey Monkey to gain customer feedback and insight into how customers currently use the service and what changes customers felt would add value. In addition to this, a full competitor analysis was undertaken to review what other specialist libraries were offering and what lessons could be learnt from them.

The survey asked a variety of different questions to understand the types of customers using the service as well asking some specific questions relating to the change plans for CBL. Interestingly, 68% of customers agreed that the current space envelope would benefit from some re-zoning to offer more flexibility for customer usage, whilst 85% customers did not agree or were not sure that a name change would enhance the service. It was identified that 63% of the customers were businesses ranging from start-ups to SMEs. This data is key when making future decisions about the service. The survey also identified that 66% of customers surveyed were aged over 46 and over, which could indicate that the service is potentially in need of modernisation in order to develop the customer usage across all the key demographic groups. See appendix two for more information about the results of the customer survey and the key findings.

CBL Vision and Aims

CBL Vision:

Reimagine the service to become a key business hub in the heart of the City of London. Offer a modern and flexible business service that supports a variety of different users to develop a business and/or themselves.

CBL Aims:

- To provide a modern business service that supports London and beyond with all their business information needs, offering free access to the most comprehensive choice of business information in the UK.
- To fully capitalise on all commercial opportunities to attract new users. Reinvest any additional income in excess of the income target back into key projects to enhance the customer experience.
- Continue to put the development of businesses and individuals at the heart of everything we do by offering a highly regarded and accessible seminar/workshop and training programme.
- Increase the awareness of the service through highly effective internal and external partnership working.
- Through effective partnership working, expand the reach of the service to provide more enterprise support for customers across London to start or expand a business.

CBL's Employability Support

The City Business Library plays an important role in the delivery of employability support within the City of London Corporation. The library supports many customers with their individual job searching needs through seminar/workshops and CV 121s, they can use the business information to help them research key employers to contact and help them build a better on-line presence as a job searcher.

However, based on our research, it is clear that the library can make more impact as part of the COL's approach to enterprise support. It is estimated that CBL supported around 11,000 businesses in 2014 to start and/or scale up and there are even more opportunities to increase this number further through wider promotion of the service.

This work has already started with the introduction of CBL's partnership agenda whereby we continue to work with a variety of enterprise organisations across London to expand our support whilst also providing a window to wider support networks for our existing enterprise customers – please see Partnership Development Agenda below for more information.

The longer term vision for CBL is to be able to deliver an enterprise support programme providing access to trusted business advice and business sustainment support for business start-ups and scale-ups based in the City and City Fringes. The Office of National Statistics (ONS) commentary from their 2014 report, noted that London was the region with the highest business birth rate at 17.9% and the highest death rate at 10.6%. As the European Structural and Investment Funds (ESIF) strategy also notes, "London has a favourable business formation rate compared to the UK as a

whole". The ESIF strategy also notes, however, "London has a high turnover of failing businesses, suggesting that businesses in the Capital need extra help in the early years".

Partnership Development Agenda

With a limited marketing budget the development of well-respected partners is absolutely vital to promote the service. This expansion in partnership working will not only promote the service to new users but strengthen the service's reputation as a key business service in London.

The CBL team regularly attend a number of networking events, trade shows, business start-up events and deliver presentations at a number of institutions in order to develop this partnership agenda further. The team also conduct research on all key business start-up and enterprise support services across London and approach them to partner with us. This activity has increased in the past year and will continue into 2016. All partners are now tracked and account managed by one of the team to ensure that the relationship is nurtured. If it is appropriate, their logo is uploaded onto the partnership page on the CBL webpages to demonstrate to customers that we have a wider support network that we can signpost them to if required.

More recently, the service has partnered with the Job Centre Plus and from January 2016, we will be trialling Self-Employment workshops for some of their customers who are interested in starting a business. We have also recently linked up with HSBC Bank and Hong Kong Trade Development Council (HKTDC) to strengthen our international trade seminars and the London Chamber of Commerce and we now cross promote each other's services. We also have a long list of existing enterprise partners that we continue to nurture including NatWest, Santander, East London and South London Export Club, UKTI, Companies House, Your Business Community, Enterprise for London, Portobello Business centre, Enterprise for Good, Bathtub to Boardroom, Entrepreneur Academe and Waltham Forest Council to name but a few.

CBL's Key Benefits

Prior to establishing what CBL's key USPs are, it was important to identify the service's key benefits. This was achieved by reviewing the customer survey results, undertaking competitor analysis and by talking to speakers and key partners from CBL. It is anticipated that these benefits may change over time as new services are introduced and or enhanced.

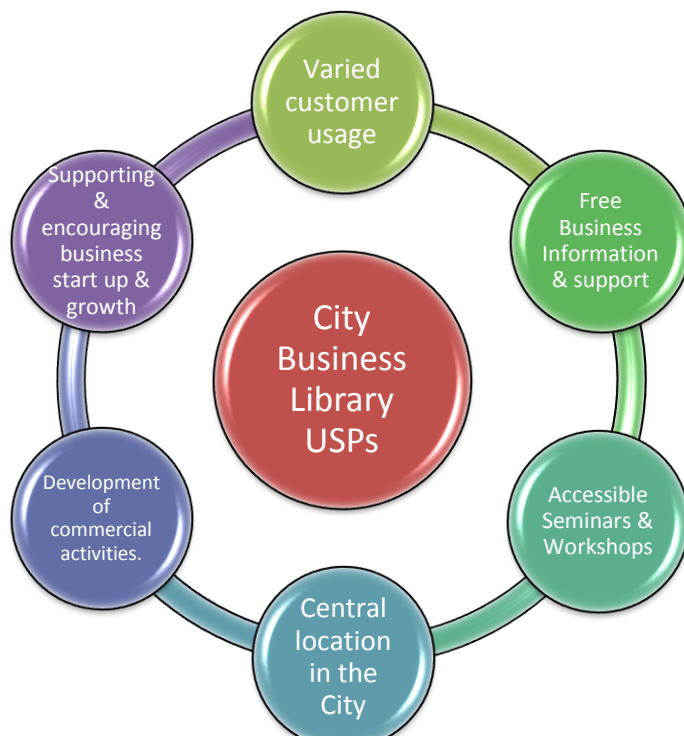


City Business Library's Key Benefits – Nov 2015

CBL's Unique Selling Points

The above benefits were then used to identify CBL's USP's below:

City Business Library's USPs – June 2015



Central location in the heart of the City

The City Business Library is a business resource based in the heart of the City of London which is the major financial district in the world. This USP also supports the City of London's Vision and Strategic aim:

"The City of London Corporation will support and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation"

The City Business Library is offering a high quality and accessible business service within the Square Mile to support a variety of different business users with all their business needs. Let us celebrate this location.

Free access to business information and support

The City Business Library is the only dedicated public library for business information, offering free access to the UK's most comprehensive collection of business databases and publications, including general start up advice, and market research, plus national and international coverage for statistics, company data and business news. Customers will also be supported by experienced and knowledgeable Librarians who will go the extra mile to find customers the business information they need.

Accessible seminars and workshops

The seminar and workshop programme has been identified by customers as one of the key services used in CBL. The quarterly programme is hugely popular already and so the programme will be expanded to offer more business related topics and increase the number of out of hours seminars to enable the programme to be more accessible.

Supporting and encouraging business start-ups and growth

The customer survey results show that 63% of customers using the library are businesses ranging from start-ups to SMEs. With this in mind, all the services on offer at the library will need to be reviewed to ensure that this group is being catered for. This will involve a review of the space, meeting rooms, seminars and workshops. The library environment will need to be upgraded in order that a business lounge can be offered to facilitate networking and remote working opportunities for small businesses.

As discussed previously, there is also great potential for an enterprise programme to be delivered from the City Business Library to help businesses get the support they need to launch as well as having unlimited access to extensive business information to sustain them. Further business planning and partnership working with EDO with regards to Enterprise will only strengthen the enterprise support on offer at CBL.

Development of all commercial activities

There are a number of commercial activities planned for 2016 that will not only reposition the service to attract new customers but will enable CBL to increase its income generation. This

includes promotion of the commercial room hire offer internally and externally, the introduction of an E-Learning and business advice platform via the CBL webpages, the possible introduction of a Costa Coffee machine plus more opportunities to explore around meeting room apps and website promotions. As mentioned previously, any income generated from the above initiatives will help CBL to achieve its income target and any additional income will be re-invested back into the service to enhance the experience for the customer.

Varied customer groups

The customer survey undertaken in June 2015 indicates that the library is used by a variety of different customers. As a public service we need to ensure that the space offers enough flexibility to deliver a great service to all the different customer groups. CBL should be a business hub that is flexible enough to support all customer needs whether a customer needs quick access to the internet or wants to undertake detailed research for their business. The challenge is to ensure that all the different customer groups are all catered for appropriately.

Conclusion

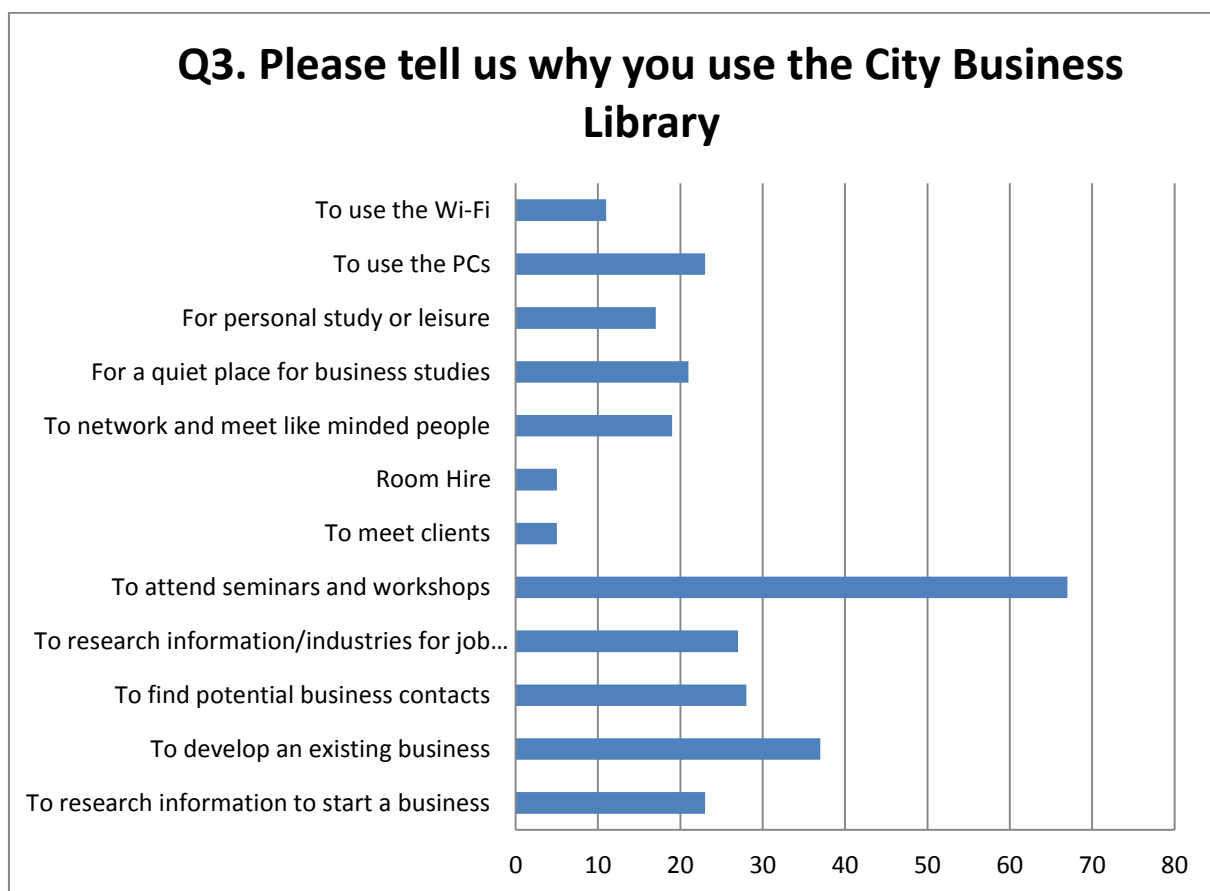
The City Business Library supports a variety of customers each year with the development of themselves and/or a business. The service is a key business resource located in the heart of the City of London and funded by the City of London Corporation. It offers customers a large range of business information, a robust seminar and training programme and access to affordable meeting/training rooms. Customer feedback indicates that the current space envelope does need modernising in order that the service can offer more flexible working spaces for its varied customer base. It is hoped that this remodelling work will take place in 2017.

The repositioning of the service is essential in order to ensure that we can continue to deliver our promises as part of the CHL Department's and City of London Corporation's Strategic Aims and Objectives. There is a great potential for the service to transform into a key business service in the heart of the Square Mile. The following repositioning of the service and its environment will open up more opportunities for the development and possible introduction of new commercial ventures and/or sponsorship agreements to enable CBL to continue to develop further.

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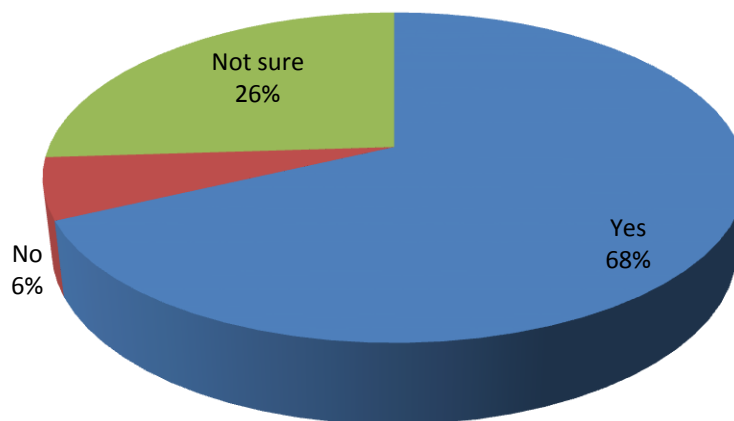
CBL Customer Survey Summary of Findings June 2015

The survey asked a number of different questions about why customers visit the library, how they define themselves and specific questions about our plans to reposition the library. Over 95 customers completed the survey which is the highest response rate CBL has had to a survey. The full report from the survey is available to view if required, however I have just picked out a few highlights to demonstrate the rationale for the direction of travel below:

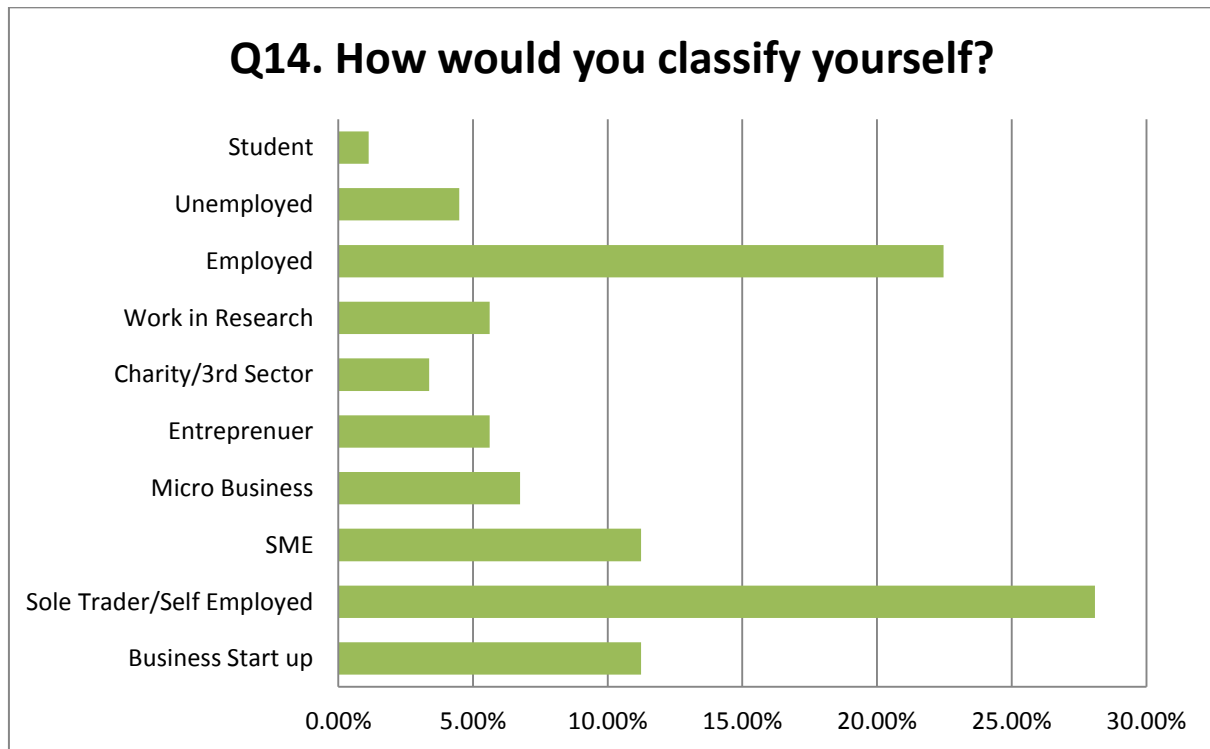


The above graph illustrates the variety of reasons why customers use CBL as well as demonstrating the diverse usage of the service. The most popular service being the being the seminars and workshops and the least popular being the room hire and meeting clients. This can be attributed to the limited promotionally activity undertaken previously about the room hire offer. There is a huge opportunity to develop the room hire offer through advertising and promotional activity externally in magazines, websites and apps. This helps shape the USP of the service as well as understanding what areas of growth potential there might be.

Q16. We are planning to re-zone the library environment to provide quiet spaces, an area for networking, meetings and business calls. Do you think this would enhance the customer experience?

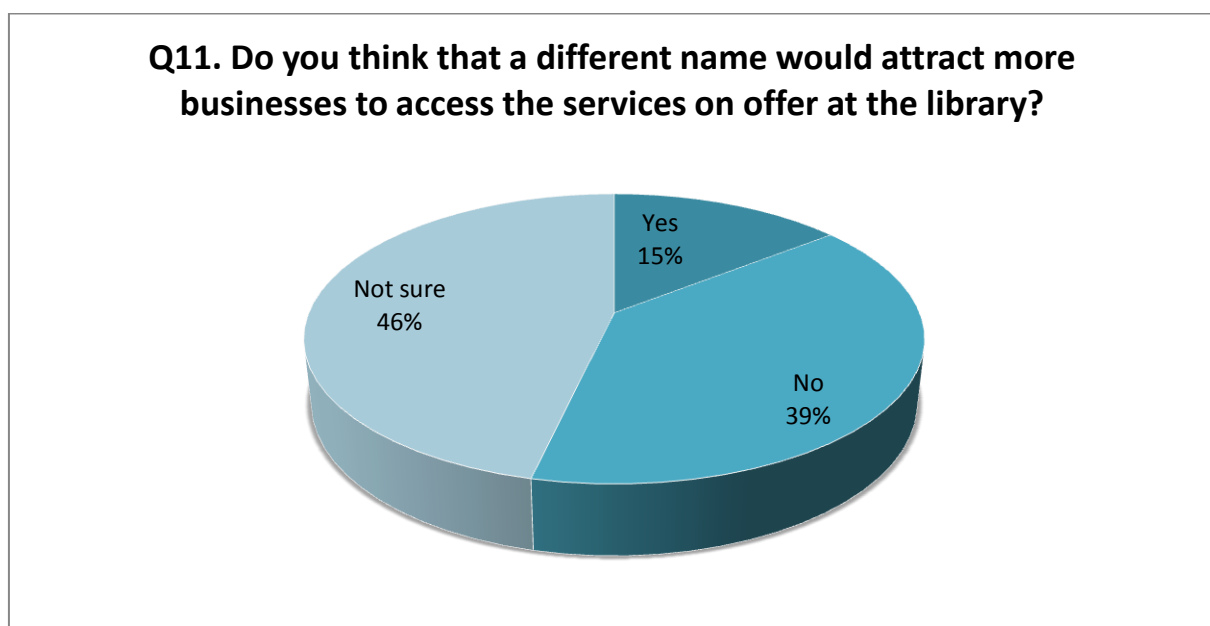
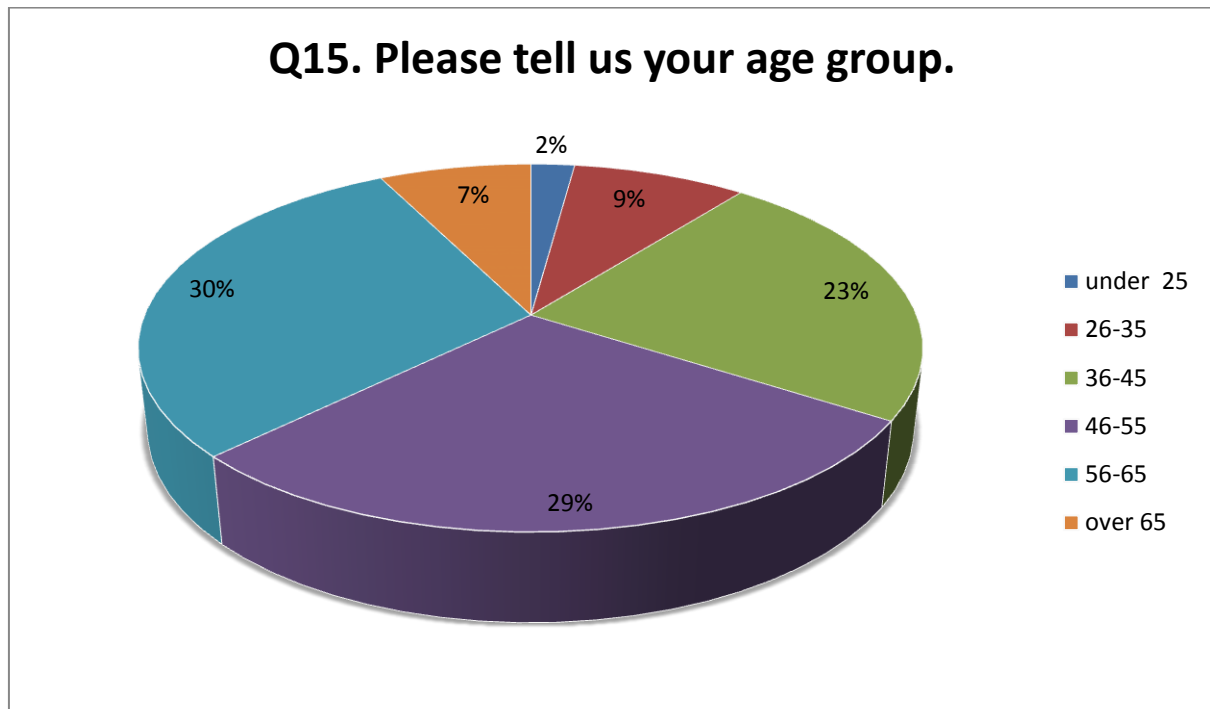


The response to question 16 clearly demonstrates that the current environment does not sufficiently allow the service to fully deliver an offer that is modern and flexible that allows the service to support the varied customer usage. In view of the response to this question, a review of the space envelope within CBL should be considered as part of the overall strategy.



The graph above shows the results from question 14, that highlight the key user groups. The largest group being the Sole Trader/Self Employed customer and if you add up all the groups relating to businesses, ranging from start-ups to established small businesses and SME's this equates to 63% of users. This must be kept in mind when making any changes to the service to ensure that we are providing the right support for the main customer groups.

It was also very interesting to see the age profile of our current customers in the below graph and interestingly 66% of customers surveyed were aged 46 and over and only 11% of customers were aged below 35.



In order to decide whether a name change would be necessary, we asked the above question and 39% of customers surveyed did not agree that changing the name of the library would attract more businesses and entrepreneurs to use the service moving forward, whilst 47% of customers were not sure if a name change would be beneficial. Although interestingly, those customers who did think that a name change would be beneficial felt that this name change would encourage more usage of the meeting room and venue hire offer. Some of the customer comments below further highlight the depth of feeling from customers to keep the name the same:

"I think the current name says it all. Based in the City and deals with business"

"The City Business Library brand is already well known and respected, why change it?"

"Just add a range of subtitles to explain the different services"

Competitor Analysis

The online presence and Library space visited to benchmark the CBL offer were:

- Business and IP Centre – British Library
- The City of Westminster Library
- The London Library
- The Wellcome Library
- Senate House Library

The closest competitor being the BIPC in the British Library was visited twice during this research stage as well as the City of Westminster Library to review their venue hire offer. The remaining libraries were reviewed online to establish their brand identities.

The BIPC has already re-zoned their internal environment to offer their customers clearly defined spaces to undertake research, attend seminars and meet/network with like-minded people. The BIPC have been able to successfully build their offer around their Business Information and this has in turn encouraged more use of the resources. The BIPC has a clearly defined brand identity and with corporate sponsorship they have been able to promote the service more widely. However, it was interesting to see how complicated it was to use the space and how CBL is certainly more accessible for customers to use the resources. The BIPC also stated that whilst corporate sponsorship enabled them to raise their profile and reposition themselves, this sponsorship did also restrict their flexibility to shape the service. During conversations with some CBL customers, they use CBL as it is more accessible and the customer service offered was more bespoke.

The City of Westminster library was already advertising their room hire externally to generate more income. After visiting this library it became clear that CBL has a more varied offer with regards to meeting and training room hire and that this was something that CBL should almost certainly capitalise upon moving forward.

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Committee(s)	Dated:
Culture, Heritage and Libraries	7 March 2016
Subject: Implementation of Grants Review	Public
Report of: Deputy Town Clerk	For Decision
Report author: Scott Nixon - Project Manager, Town Clerk's Department	

Summary

As part of the Service Based Review, a review of the grant giving activities of the City of London Corporation under City Fund and City's Cash was commissioned. The results of the review were reported to Members during 2015, and a new approach to grant giving was agreed, with a target implementation date of 1 April 2016.

One of the key principles of this new approach was to consolidate the City Corporation's grants programmes under "a smaller number of distinct themes which reflect the City Corporation's priorities". Proposals for four themes, including "Inspiring London through Culture" are being presented to the Policy and Resources Committee in March for their approval. For each agreed theme, it is intended that the governing Committee be consulted on sub themes and associated eligibility criteria, before applications for grants under the new arrangements are invited.

As this Committee does not meet between the date of the Policy and Resources Committee in March and the target commencement date for the new arrangements, Members' approval is being sought to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider the matters outlined above, should the Policy and Resources Committee agree to an 'Inspiring London through Culture' theme.

Recommendation

Members are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the sub themes and eligibility criteria for the proposed grant giving theme of "Inspiring London through Culture", subject to that theme being agreed by the Policy and Resources Committee.

Main Report

Background

1. As part of the Service Based Review, a cross-cutting review of the grant giving activities of the City of London Corporation under City Fund and City's Cash was commissioned. The objectives were to analyse the grants programmes offered by the Corporation to develop a more consistent approach to grant giving, improve value for money and increase impact.
2. Following the agreement of the Policy and Resources Committee to the overall approach proposed, the review report was considered by the various Committees and Boards with responsibilities for grant giving. This included the Culture, Heritage and Libraries Committee.
3. One of the key principles of the agreed approach was to consolidate the City Corporation's grants programmes under "a smaller number of distinct themes which reflect the City Corporation's priorities".

Current Position

4. Following the recruitment of a dedicated project manager in November 2015, work has been undertaken to investigate how the detailed recommendations and principles identified within the grants review report should be implemented. The target commencement date for the new arrangements is 1 April 2016.
5. The broad outline for the new process is:
 - Resource Allocation Sub Committee/Policy and Resources Committee identifies priorities for grant giving activities, and sets the annual quantum for each programme;
 - The relevant Service Committee(s) agree appropriate sub-themes and eligibility criteria and consider applications related to priorities within their area of responsibility, and
 - The Finance Grants Sub Committee monitors the grants which have been awarded and reports annually to the Resource Allocation Sub Committee on the effectiveness of the scheme.
6. Following consideration of the potential themes identified in the review report, and discussion with Chief Officers, four funding themes for 2016-2018 are being proposed to the Policy and Resources Committee in March. This includes the theme of "Inspiring London through Culture", governance for which would be the responsibility of the Culture, Heritage and Libraries Committee.
7. Your officers have also considered sub themes that could be adopted by your Committee, should the Policy and Resources Committee agree to the proposal for an 'Inspiring London through Culture' theme. The draft sub-themes are:
 - Promoting access for all to participate in the City's cultural offer
 - Enhancing public benefit in the City through culture or heritage
 - Investing in London's creative future through innovation and excellence
 - Supporting the development of the City's "cultural hub"

8. Your officers will also be developing relevant eligibility criteria to be applied to grant applications under the agreed themes. As far as possible, the application process will be standardised across the themes, and administrative management will be consolidated under the Chief Grants Officer. The Chief Grants Officer has also been involved in the development and oversight of the work programme to implement the review recommendations.

Proposal

9. As this Committee does not meet between the date of the Policy and Resources Committee in March and the target commencement date for the new arrangements, your Committee is asked to give early consideration to the prospective sub-themes outlined at paragraph 7 above and agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final sub-themes and eligibility criteria. These would also be circulated to the full Committee ahead of sign-off for information and any further comments.

Appendices: None

Background Papers

Grant Giving: report of cross-cutting Service Based Review, presented to:

- Culture, Heritage and Libraries on 13 July 2015

Scott Nixon

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Committee:	Date:
Culture, Heritage and Libraries	7 March 2016
Subject: Income Generation - Report of a Cross-Cutting Service Based Review	Public
Report of: The Chamberlain (on behalf of the Performance and Strategy Summit Group)	For Decision
Report author: Susan Baxter	

Summary

A cross-cutting review of the potential for the City Corporation to exploit new sources of income was commissioned as part of the Service Based Review programme. The review was undertaken from April - September 2015, with a final report cleared by the Chief Officers Summit Group in January 2016. A summary of the review report and its recommendations are attached at Appendix 1.

The review found that there are:

- Opportunities to increase certain fees and charges to bring income into greater alignment with costs, in line with the approach taken in London local authorities;
- Opportunities to drive increased income from a more entrepreneurial approach in certain areas;
- Limited scope to increase revenues from public sector grants
- Potential opportunities to unlock increased corporate sponsorship and private giving to the benefit of the City’s cultural and artistic institutions by taking a more co-ordinated approach.

Recommendations

All Committees are asked to endorse the overall report.

The **Culture, Heritage and Libraries Committee** is asked to:

- a) endorse headline recommendation **5** (“That a feasibility study be commissioned to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding”);
- b) agree detailed recommendation **(c)** (“that the Department of Culture, Heritage & Libraries prepare options to review charging and income generation opportunities from the City Corporation’s museums and galleries”); and

- c) endorse the recommendation **(g)** (“to adopt a proactive approach to marketing the Corporation’s filming locations ensuring consistent coverage of professional film location handling services across the Corporation’s entire land and property portfolio”) and endorse the proposal to seek income from filming commercials on Tower Bridge.D) agree detailed recommendation j) (“that the Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City Corporation”).

Main Report

Background

1. The review:
 - Benchmarked the City Corporation’s income in relation to costs for its public services against those of London local authorities (on a consistent basis and taking account of the differences in scale);
 - Assessed the opportunities to increase revenues from a more commercial approach to providing services;
 - Assessed the scope to increase income from public grants and
 - Considered the scope to increase income from commercial sponsorship and donations, particularly for the cultural and artistic initiatives.

Current Position

2. In relation to the City Corporation’s income from fees, charges and reclaimable costs from its public services, the City Corporation compares favourably with London local authorities in over half of London’s services which are almost wholly self-financing. The areas of Off-street Parking, Development Control and Museums & Galleries offer the greatest opportunities for increasing charges to achieve levels more approaching London averages for cost-efficiency.
3. Upwards of £3m in additional income could be derived by taking a more overtly commercial approach to expanded services in several areas, the top three being:
 - Animal transit and inspections at London’s airports
 - Property services: provision of an ‘intelligent client’ service for public bodies seeking to manage and develop their property assets
 - Venue hire and events management
4. Different commercial models would be deployed according to the nature of the service and certain of the City Corporation’s decision-making processes and operating procedures might require adjustment to enable these services to operate with optimum commercial efficacy.
5. There is limited scope to drive significant additional income from domestic and EU public sector grants, since these sources are geared towards supporting new public sector initiatives and/or special needs – which the City Corporation does not generally tend to focus on due to its relatively small scale and its customer base as a public authority.

6. There is more scope to work in partnership with the City's cultural and artistic institutions to take a more structured and co-ordinated approach to securing corporate sponsorship and giving. This might unlock levels of funding and patronage that organisations are currently unable to secure at an individual level.

Options, Proposals and Implications

7. These are set out for each of the areas identified above in the tables of recommendations at Appendix 1.

Appendix

Appendix 1 - Income Generation Cross-Cutting Review: Summary & Recommendations.

Background Papers

A copy of the full report and its Annexes is available to Members as a PDF on the intranet at: <http://vmtcapp12/documents/s60865/IncomeGenerationFullReport.pdf> PDF and paper copies are also available on request from the Committee and Member Services Team.

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INCOME GENERATION CROSS CUTTING REVIEW : SUMMARY

WHY INCOME GENERATION MATTERS FOR THE CITY CORPORATION

The Square Mile has long been a premiere global destination for financial and blue chip businesses and in more recent years, increasing numbers of new visitors and tourists who have come to enjoy its world class attractions and cultural events. The completion of Crossrail in the next 2-3 years will bring the City within even easier reach of millions more businesses, workers and visitors. Ensuring the Square Mile continues to flourish as an engaging economic engine in a constantly evolving geo-political, financial, social and cultural environment brings ever changing challenges and opportunities for the City Corporation to extend its reach, impact and income. The current agenda of rapidly diminishing public sector financing, rising public expectations of transparency in governance, ambitions to create a cultural hub in the Square Mile, potentially with a new world class Centre for Music, means that taking a fresh look at the City Corporation's approach to income generation will help to maximise its full potential, achieve its ambitions, reduce the need to cut resources and embrace best commercial and public sector practice.

SCOPE OF THE REVIEW

This report summarises the conclusions of an exercise between May - October 2015 to assess the potential to increase income from a variety of sources. The review aimed to:

1. Compare the City Corporation's income from fees, charges and debt recovery with that of London local authorities on a service-by-service basis for 2013/14 (the latest year for which comparisons were available)
2. Identify areas where fees, charging and debt recovery could be set in greater alignment with the approach taken elsewhere in London to increase income for the Corporation
3. Highlight the potential for more effective commercial exploitation of some of the City's services and the organisational implications for achieving optimum returns
4. Assess the extent to which the City Corporation might benefit from additional public funds and grants which have previously not been explored
5. Assess the potential to secure greater private sector sponsorship to support the City Corporation's priorities and the implications for the organisation.

Excluded from the review were issues which are (or have been recently) considered elsewhere:

- Use of property assets: this is subject to a separate cross-cutting review
- Measures to review business rates: the Business Rates Premium is under consideration as part of the budget setting process for the City of London Police
- Community Infrastructure Levy (CIL): the CIL rates have recently been set at a deliberately lower rate than elsewhere in central London but this may be reviewed by the Department for the Built Environment
- The Corporation's current policy against advertising hoardings around the Square Mile: this currently remains a priority for retention by Members, although it merits periodic review in relation to income potential, particularly in relation to public information
- Departmental efficiency savings: these are covered by departmental service based reviews.

HEADLINE FINDINGS

STATUTORY SERVICES

The City Corporation boasts some unique strengths but increased income could be achieved in other areas if an approach to setting fees, charges and debt recovery was aligned to and regularly benchmarked against London local authorities.

From an assessment of comparable categories of public authority spending, the City Corporation is most distinguished from London local authorities in relation to its significantly higher City Fund-related income derived from its property portfolio, its ‘theatres’ (as a result of the Barbican Centre), its ‘port health functions’ (as a result of the Animal Reception Centre) and from its ‘cemetery and cremation services’ (these spending categories are set and defined by the Revenue Outturn Returns reporting process.) These City Fund services alone generate £34m more than the London average for the equivalent services. Other City Corporation services, such as on-street parking and trade waste also do well when income is compared to costs in areas which are readily comparable. However, it would be possible to raise even more by increasing the rate of return on investment to levels which proportionately match the London local authority average in relation to the following services:

- Off street parking
- Development control
- Museums & galleries
(in relation to the Guildhall Art Gallery, the Amphitheatre, the Roman Bath House and the Museum of London grant – ie the budgets included within this City Fund category.)

COMMERCIAL ACTIVITY & MARKETING

There is scope to refocus and expand some of the City Corporation’s services which already have a commercial or recharged element. This could increase income by around £3m and would also demonstrate the City Corporation’s commercial acumen to public and private sector stakeholders.

The City Corporation could maximise its earning potential and its reputational credibility as a public authority by working more adeptly in an increasingly commercial and competitive public sector environment. Current commercial offers across the City Corporation have evolved incidentally over time, resulting in a somewhat ad hoc and low key market presence. Whilst some services are more focussed than others on generating revenues, there is scope to augment income if the Corporation takes a fresh look at its commercial and marketing approach to services with income potential, most significantly in the areas of:

1. Animal transit & inspections at London’s airports
2. Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets
3. Venue hire and events management
4. Film location services
5. Business regulatory advisory services – via the “Primary Authority” partnership model
6. Central support services (especially for potential future academy schools)

The success of greater commercialisation in the above areas would be reliant upon a more purposeful and corporately coherent approach to their direction, promotion and support (including investment, resourcing and professional services). However, the specific form and

structure of the commercial presentation of these services to the market will vary according to the circumstances of each specific case.

PUBLIC SECTOR GRANTS

There is no significant scope to increase income from mainstream domestic grants. However, there is potential to apply for a wider range of competitive UK and EU programmes but these are geared more towards new initiatives than to supporting core business.

The relatively small scale and wealthy nature of the City detracts from its capacity to attract substantial income other than the mainstream local authority grants from central government. However, there are approximately 20 domestic sources of funding (such as the Heritage Lottery Fund in relation to historic buildings) and 13 EU programmes which could fund the Corporation's more experimental projects, such as the Safe & Smarter City Programme. These are aimed principally at enabling new initiatives and innovative ways of working (for example, many of the performing organisations which perform at City venues and festivals benefit from Arts Council England grants) rather than at meeting shortfalls in domestic mainstream funding. These programmes often require 'match-funding' although if projects are carefully constructed, match-funding can comprise existing budgets. Many larger local authorities run EU funded projects to highlight their initiative and participation on a wider stage. The Corporation has directly led a few EU funded projects within the last five years (mainly to support employment and policing) but none are currently live.

CORPORATE SPONSORSHIP & PRIVATE GIVING

As public funding for culture, heritage and the arts in London drops sharply, there is scope to help the City's organisations operating in these areas secure increased commercial sponsorship.

There is potential to lead the establishment of a more co-ordinated approach to fund-raising and seeking commercial sponsorship, while respecting the sensitive nature of sharing development contacts nurtured over long periods of time. A more structured and co-ordinated approach supported by the City Corporation might be able to unlock significant funds and patronage which smaller, individual organisations or different parts of the City Corporation are currently unable to secure on a piecemeal basis. Positive involvement by the City in developing major contacts for new projects, particularly as the plans for a new Museum of London and a world-class Centre for Music develop, would require a wholly different level of private support.

HEADLINE RECOMMENDATIONS

Recommendations	Committee approval
<p>1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against London local authorities.</p>	<ul style="list-style-type: none"> - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management – following a steer from Members on principles for free and subsidised venue hire ▪ Film location services ▪ Central support services (targeting future CoLC academy schools) ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Development of a co-ordinated and marketed City ‘heritage offer’ 	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case agreed and any associated broader organisational changes which are required to accommodate and support the commercial activity.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>5. Commission a feasibility study to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees

PUBLICLY FUNDED SERVICES - BENCHMARKING FEES, CHARGES & RECLAIMABLE COSTS : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.	All departments: All officers responsible for recovering fees, charges and debts to review CoLC charging & recovery policies / practice in relation to those applied by individual neighbouring or relevant London boroughs and recommend any changes to their respective committees.	Immediate
2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against other London local authorities.	Chamberlain's: <ul style="list-style-type: none"> ▪ Maintain a central overview of full service costs and income, ensuring that systems used to apportion income and expenditure to City's Cash and City Fund do not make the City Corporation appear unduly inefficient. ▪ Commission annual supplementary analysis from CIPFA drawn from "Income Generation Comparative Profiles" derived from revenue outturn returns to Government ▪ Analyse significant differences and the underlying reasons and propose relevant recommendations in collaboration with relevant departments. 	Immediate

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Detailed Recommendations	Actions	Timescales
a) Development Control		
Consider the introduction of Planning Performance Agreements	Department of Built Environment (DBE) to propose options.	Immediate
b) Off-street parking		
Review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges.	DBE to propose options for maximising capacity and adjusting charging on an annual basis, following any necessary upgrades to car parks.	Immediate
c) Museums & galleries		
Review charging and income generation opportunities to increase revenues.	Department of Culture, Heritage & Libraries to propose options to increase income.	Immediate

CORPORATE COMMERCIAL ACTIVITY : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management ▪ Film location services ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Central support services (targeting future CoLC academy schools) <p>Recommended business models should set out:</p> <ul style="list-style-type: none"> - Anticipated additional annual income against additional costs and/or other resources required - Additional organisational changes or services required to enable and support the commercial activity, including any additional central support - The scope of commercial ‘autonomy’ sought by the service in relation to the relevant department/s and committee/s; a viable proposition for the apportionment of central costs and overheads and relevant commercial incentives (eg retention of surpluses generated) 	<p>Income Generation Review implementation process to propose a framework for adopting and supporting a more commercial approach in the areas outlined in Recommendation 3. This should include operational proposals for:</p> <ul style="list-style-type: none"> - Prioritising investment to increase revenue-generating activities - Retention of revenues for business reinvestment - Apportionment of central costs - Longer term options for establishing formal trading vehicles in appropriate cases. 	<p>Starting immediately and spread over the next year.</p>
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case and any associated broader organisational changes required to accommodate and support the commercial activity.</p>		

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Detailed recommendations	Actions	Timescales
<p>d) Animal transit & inspections at London’s airports</p>	<p>Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Immediate</p>
<p>e) Property services: Management of property assets & development works</p>	<p>City Surveyor’s to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Within 1 year</p>
<p>f) Venue hire & events management</p>	<p>Income Generation Review implementation process to deliver a business case with options for a tighter, more integrated corporate commercial offer which addresses:</p> <ul style="list-style-type: none"> - Pricing policy in relation to principles for free and subsidised hire (who, when and why) and which draws on models pursued elsewhere (eg charging on the basis of per person per hour) – following a steer by Members - Core terms and conditions of hire for incorporation into all hire contracts which cover the Corporation’s risks and liabilities associated with the commercial hire of its venues – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	<p>Within 1 year</p>

	<ul style="list-style-type: none"> - Functions, resources and expertise which might be shared to increase business, reduce duplication and plug gaps – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) - Identification of additional venues and grounds which could be hired out + any associated investments needed to bring them into use – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	
g) Film Location Services		
Adopt a proactive (rather than reactive) approach to marketing the Corporation’s filming locations.	<ul style="list-style-type: none"> - Income Generation Review Implementation Manager to prepare a business case to increase staff resources by one or two additional people in the Film Team on a 2 year trial basis - the arrangement to be assessed after 2 years in relation to the additional revenues generated. (There is a particular need to market the Mansion House actively as a film location to turn around industry perceptions that filming is not allowed there.) - Enlarged Film Location Services team to prepare a comprehensive prospectus of all the City’s potential filming assets (both within and outside the Square Mile) working closely with City Surveyors and Open Spaces to identify and document potential locations and indicative filming charges. This might be done as an internship project in partnership with the London Film School or University of Arts London more widely. Corporation venues also available for hire should be signalled and promoted prominently. 	Immediate
Ensure consistent coverage of professional film location handling services across the Corporation’s entire land and property portfolio.	<ul style="list-style-type: none"> - Enlarged Film Location Services team to establish a consistent charging policy and service across the entire land and property portfolio of the City Corporation, working closely with the relevant governing Trusts or leaseholders. (Burnham Beeches, due to its proximity to Pinewood Studios, has particular potential to generate more filming income.) 	Within 1 year
Seek income from filming commercials on Tower Bridge.	Income Generation Review Implementation Manager to propose rescinding the blanket ban on filming commercials on Tower Bridge in favour of an approach which considers the merits of every application (which would be consistent with the approach taken for all other filming and hospitality applications to use the Bridge).	Immediate
h) Business regulatory advisory services – via the “Primary Authority” partnership model	Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	Immediate
i) Central support services – especially tied to the expansion of academy schools	Dept Community & Children’s Services to lead preparation of a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	1 – 3 years
j) Development of the City’s heritage offer	Dept Culture, Heritage & Libraries (in consultation with the workstream to develop the cultural hub) to commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted, leading to increased revenues to the City Corporation.	Within 1 year

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Committees:	Dates:	Item no.
Community and Children's Services Committee	12/02/2016	
Streets and Walkways Sub Committee	22/02/2016	
Culture, Heritage and Libraries Committee	07/03/2016	
Subject: Aldgate Arts, Events and Play	Gateway 6 Progress Report	Public
Report of: Director of the Built Environment		For Information

Summary

1. The Aldgate Arts, Events and Play (AEP) programme, is an emerging work stream of the Aldgate Gyratory highways and public realm enhancement project and has an approved budget of 95,762k.
2. The Aldgate AEP programme is conceived as a rolling programme of events, installations and activities throughout the calendar year with a focus on, or support for, the arts and play.
3. The programme has been conceived to reduce anti-social behaviour and improve perceptions of safety through the creation of vibrant and active spaces. It will enhance the City's cultural offer and provides opportunities to improve health and well-being for residents and workers. Its aim is to attract visitors and grow the local economy. In so doing the programme supports several of the Corporation's policies and aims.
4. The programme is to be developed during 2016 and initiated fully in 2017 and if successful will continue as a 3-5 year programme.
5. A proposed governance structure for the programme has been drafted and endorsed by the Aldgate Gyratory project board (Appendix 2). Under this structure, the day-to-day programme will be managed by the Environmental Enhancement Section reporting to a programme board of senior officers across the relevant departments and to an external stakeholder working party. All relevant decisions will be made by the respective Committees.
6. To deliver the quality of programme that can meet the Corporation's aims, external funding will be required. A funding model will be developed to determine the best approach however this is likely to require income generated by offering the Aldgate spaces to appropriate mainstream event organisers, by securing sponsorship from local businesses or from a combination of the two.
7. Beyond the initial establishment costs already approved, there will be minimal costs incurred by the Corporation. The intention is that the programme itself is cost-neutral with external funding covering future project management costs, fees, cleansing and maintenance associated with the hosting of events.

8. Over the next 12 months officers and appointed consultants will:
- Identify likely programme content (type and scale of events) and liaise with event organisers, art galleries and cultural institutions
 - Create an operational framework (to resolve permitting, licensing and other statutory or practical requirements to facilitate the programme)
 - Develop a funding strategy to secure external funding for the programme
9. Regular progress reports will be presented to this Committee at key milestones during the development of this programme, with the next report likely to be May 2016.
- 10. Recommendations**
- It is recommended that the report be received and the contents noted.

Main Report

1. Reporting period	1. June 2014 – January 2016
2. Progress to date	<p>2. In January 2014, key stakeholders from the Aldgate area met to develop objectives and desirable outcomes for the Arts, Events and Play (AEP) programme. These objectives inform the likely framework for the programme and are set out in Appendix 1.</p> <ul style="list-style-type: none"> • The June 2014 Gateway 5 Streets and Walkways Sub Committee Report approved by Members set out the following approach in respect of Aldgate AEP. • That progress on Aldgate AEP be reported as an annual Gateway 6 report through the relevant Committees including Culture, Heritage and Libraries, Community and Children’s Services, Streets and Walkways Sub, Licensing and Projects Sub. • That the programme be run using a self-sustaining funding model, similar to the Eastern City Cluster Sculpture in the City programme. • That the City Property Advisory Team (CPAT) will work with the Environmental Enhancement Section to support the raising of external funding to achieve the objectives of the AEP. <p>3. The anticipated benefits of the programme include enlivened spaces, local participation in arts, events and play, an enhanced local identity, a reduction in anti-social behaviour, increased visitor numbers, growth of the local economy and improved relations between the Aldgate community and the City Corporation.</p>

4. The calendar of events is intended to commence in December 2016, however the principal space, Aldgate Square, will be completed in April 2017 and it is anticipated that the bulk of the programme will be timed to coincide with the availability of this space. The venues for the Aldgate AEP programme will not be limited to Aldgate Square but will make use of the other spaces in the area created through the Aldgate Gyratory project.
5. The Aldgate Partnership (TAP) an emerging business and developer led partnership may support specific opportunities that fit within their emerging key themes of Place, Prosperity and People.
6. The content and operational requirements of the Aldgate AEP programme will be developed in conjunction with key stakeholders from the Aldgate area, internal stakeholders from the relevant City Corporation Departments and reported to Committee for approval.
7. The annual programme of events will be considered by Committees as follows:
 - Culture, Heritage and Libraries – The programme will provide an enhanced cultural offer for the area and the City as a whole. Approval for the programme’s content will be sought from this Committee.
 - Community and Children’s Services – The programme will offer venues and funding for community-led events and activities within Aldgate. There will be a relationship between the programme and the Pavilion Café in Aldgate Square, for which the Community and Children’s Services Department manages the contract. This Department will also play a role in raising the profile and encouraging participation from the significant local residential population. Approval for the programme’s content will be sought from this Committee.
 - Streets and Walkways Sub – The benefits of place activation derived from the programme will include a reduction in anti-social behaviour and improved perceptions of safety and comfort for pedestrians in the area. Approval will be sought for events on the highway as appropriate through the Special Events Programme management.
8. The approved budget of £95,762k is intended to cover staff costs required to develop the operational and licensing framework for the programme, consultant fees for an event manager who will have responsibility to liaise with event organisers and develop the programme’s content in conjunction with stakeholders, health and safety consultants

	to review the practicality of events within the spaces in Aldgate and the costs of the temporary 'artistic' street furniture delivered during the capital project.
3. Next steps	<p>9. Over the next 12 months officers and appointed consultants will:</p> <ul style="list-style-type: none"> • Identify likely programme content (type and scale of events) and liaise with event organisers, art galleries and cultural institutions • Create an operational framework (to resolve permitting, licensing and other statutory or practical requirements to facilitate the programme) • Develop a funding strategy to secure external funding for the programme <p>10. Regular progress reports will be presented to this Committee at key milestones during the development of this programme, with the next report likely to be May 2016.</p>

Appendices

Appendix 1	Aldgate AEP programme objectives as identified in stakeholder workshop held January 2014
Appendix 2	Proposed programme governance structure
Appendix 3	Plan of Aldgate Gyratory highways and public realm enhancement proposals

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Appendix One

Aldgate AEP programme objectives as identified in stakeholder workshop held January 2014

Arts, Events and Play Programme content: objectives					
ID	Resident (R), Worker (W), Visitor (V) and Internal officer (I) Aspirations	Outcome / objective	Next steps/Exampl es of activities	Priority level	
				Short Term	Long Term
	To have access to services (R, W)	To support the local economy and encourage the provision of services	Service directory (R)		
	To shop (R, W, V)		Craft markets (W, V)		
	To have access to transport (R, W)	To complement the transportation and public realm changes being implemented in the area as part of the Aldgate project	<i>(Delivered through Aldgate Gyrotory Project)</i>		
	To be able to commute (R, W)		Cycle safety (W)	High (W)	
	That Aldgate be a gateway (V)	To support Aldgate as an attractive destination and create a bridge between the City and the East End	Centre piece art (W)		High (V)
			Sculpture (V)		
			Aldgate Branding (I)		High (I)
	To relax (R, W, V)	To allow opportunities for quiet relaxation to exist alongside activities and events	<i>(Delivered through Aldgate Gyrotory Project)</i>		
	To dwell (R, W, V)				
	To stay (V)				
	To exercise (R, W)	To identify and implement play and exercise activities	Fitness classes (R)		High (R)
			Lunchtime exercise (W)		
			Tea dance (R)		
	To play (R)		Sports days (R)		
			Play projects (R) e.g. Petting Zoo		High (R)
			Children's clubs (R)		
	To feel part of the	To identify and	Corporate Social		

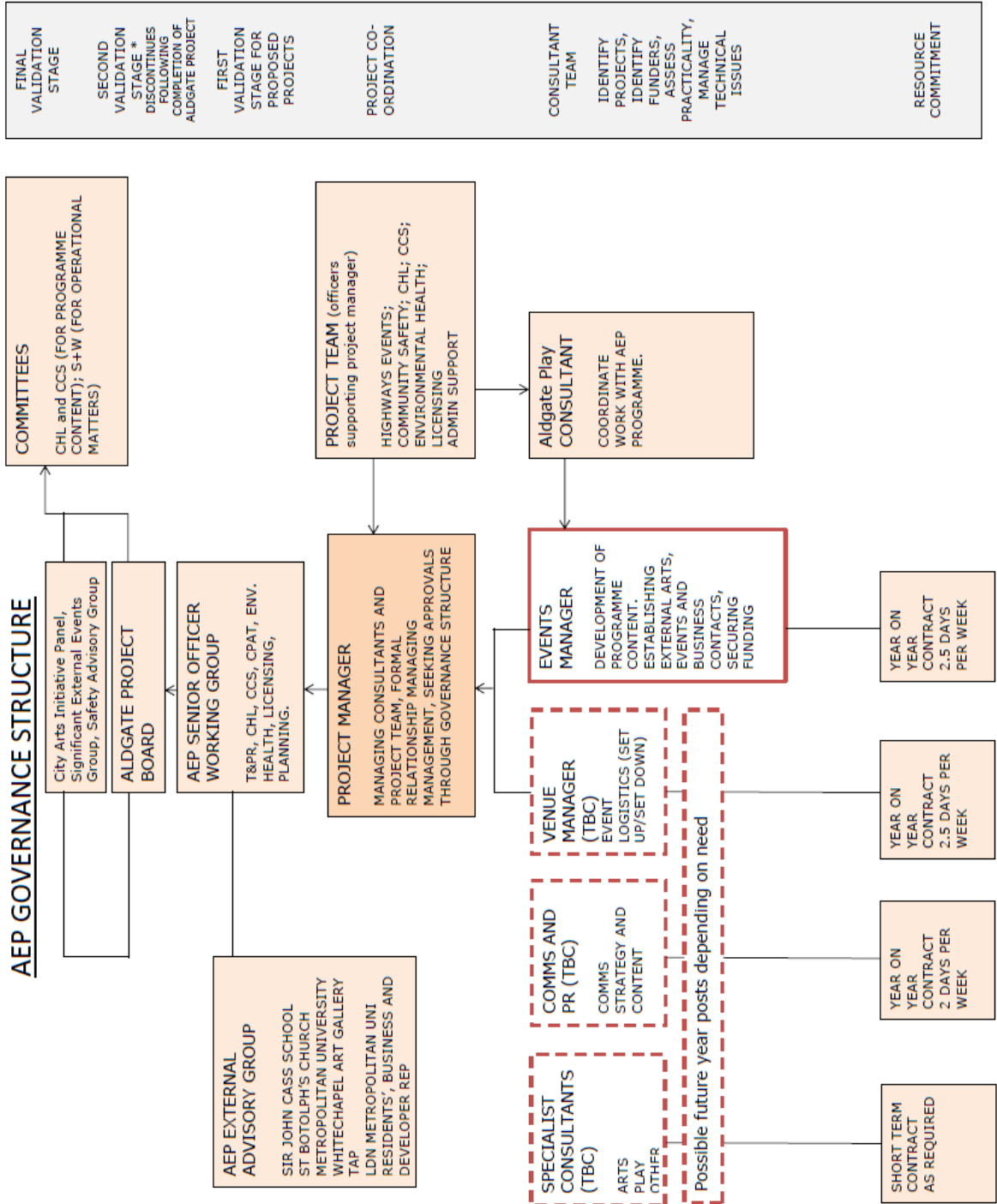
	community (R)	implement activities that facilitate community cohesion and social engagement	Responsibility (I)		
	To engage socially (R, W)		Graduation Ceremonies (I)		High (I)
			School Events (I)		
	To take pride in the area (R)	To encourage participation through involvement and volunteering	After work socials (I)		
	To have a connection with the area (R)		Volunteering (R)		
	To take ownership (R)		Community Art and Design (R)	High (R)	
			Church Events (I)		
			Student Exhibitions (I)		
	To work (R, W)	To support business activities and implement events that promote business	Community Planting (R)		
	To do business (R, W)		Lighting Project (R, V)	High (R)	
			Internet access (R, W, V)	High (W)	
			After work socials (W, I)		
	To be entertained (R, W)	To support an active and vibrant public realm	Business to Business Guide (I)	High (I)	
			Aldgate Business Forum (I)		High (W)
			Outdoor Meeting Space (I)		
			Concerts/Sponsored Concerts (R, V, I)		
			Lunchtime concerts (W)		
			Amateur dramatics (R)		
			Film Festivals (R, V)		

To have an experience (V)		Architectural Festivals (W, V)		
		Fashion Events (W,V)	High (V)	
		Jack the Ripper Tours (V)	High (R)	
		East End Tours (V)	High (R)	
		Open House Events (I)		
		Ceremonial Events (I)		
		Vehicle Shows (V)	High (V)	
To learn (R, W)	To identify and implement opportunities for education, learning and information sharing	Local History Groups (R)		
		Local History Events (W)	High (I)	
		Drop In Talks (I)		
		Lunchtime Walks (W)		
To obtain information (V)		Information Hubs (W)		High (V)
		Careers Fairs (I)		High (W)
		Public Information Events (I)		
To have lunch (W)	To facilitate the purchase of food and drink and provide places to sit and eat	Cookery Festivals (R, W, V)		
		Markets (R)	High (W)	
To eat (V)		Gourmet markets (W, V)		
To escape (W)	To provide activities,	Sculpture (V)		

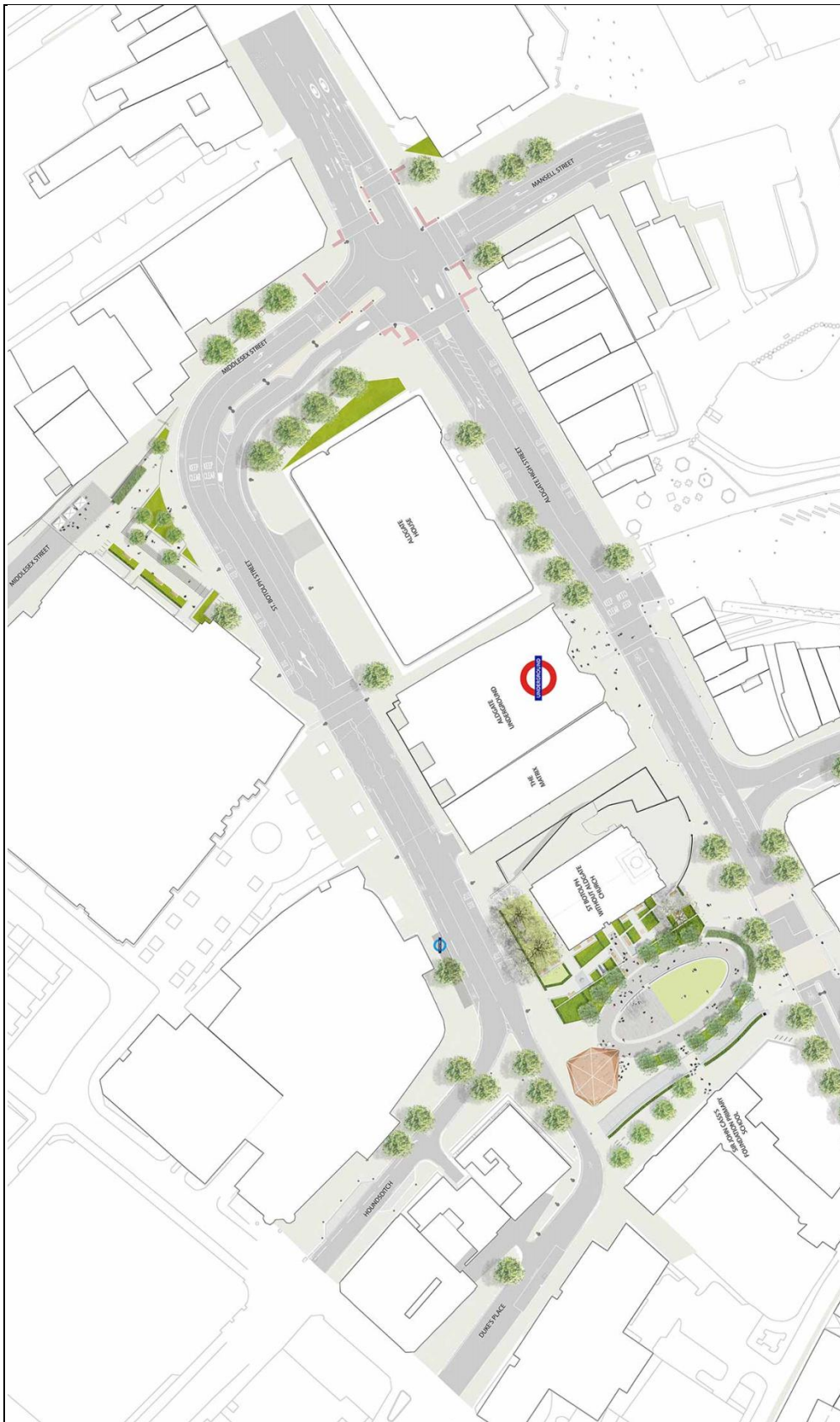
		art and events that encourage escapism and exploration	Outdoor art space (I)	High (V)	High (V)
	To explore (V)		Art en route to the office (I)		
			Arts Trails (V)		
ID	City of London Aspirations	Outcome / objective	Next steps/Examples of activities		
	Encourage on-going activities in the Aldgate area	To create and manage a rolling programme of events in Aldgate, with a focus on the arts and on play			
	Secure the long-term future of the programme	To identify and maintain funding for the programme through partnership, sponsorship and contribution from the private sector	Offer opportunity for sponsorship of events within the space (I)		High (I)
	Reduce anti-social behaviour	To support an active and vibrant public realm which minimises opportunities for anti-social behaviour			

Appendix Two

Proposed programme governance structure



Appendix Three
Plan of Aldgate Gyratory highways and public realm enhancement proposals



Agenda Item 9

Committees:	Dates:
Streets & Walkways Sub-Committee Projects Sub Committee Culture, Heritage & Libraries Committee	22/02/2016 25/02/2016 07/03/2016
Subject: Eastern City Cluster - Public Art (Year 5 & 6) – Gateway 6 update report	Public
Report of: Director of the Built Environment	For Decision

Summary

The purpose of this report is to update Members on Year 5 of the *Sculpture in the City* project as delivered in 2015; advise on preparations for Year 6 and seek approval of funding for the delivery of Years 7 to 9 (3 years) of the project which will be implemented from 2017 to 2019.

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

The project is funded primarily through financial and in-kind support from external partners with an additional pump priming contribution from the City of London. Last year funding partners were 22 Bishopsgate, JSRE Ltd, Aviva, Aon, British Land, Brookfield, Hiscox, Tower 42, Willis and WR Berkley, along with four project patrons, 6 Bevis Marks, Leadenhall Market, MTEC Warehousing (art installation company) and Price & Myers. With 10 funding partners involved, Year 5 saw the greatest number of artworks (14 pieces in total) installed, reaching new geographical areas and connecting the project with local transport hubs. Feedback from Members, project partners, local stakeholders, schools and volunteers has again been very positive and the project has now become a key part of the City’s extended cultural output.

Year 5 also received extensive local and international media coverage featuring in more than 70 arts, cultural and business focused articles and received over 1000 media mentions all over the world including such sources as the London Evening Standard, The Guardian, Wall Street Journal, the International New York Times, the Independent and Art Daily. Furthermore, new international artists and galleries have submitted their artworks for Year 6, showing the exposure achieved during Year 5 has led to greater interest.

Year 5 of the project also saw the creation of a partnership with the Royal Academy of Arts as the installation of the “Forever” piece by Ai Weiwei was held off until September 2015 to tie in with the retrospective exhibition of Ai Weiwei at the Royal Academy of Arts. *Sculpture in the City* was also presented as a reference during the Somerset House exhibition in January 2016 “Out There – Our post-war Public Art”. These examples further reinforcing the credibility of the City’s project from the art world.

For Year 6 it is proposed to build on the success of previous years by installing more artworks (15 -16 pieces) and delivering even more school workshops & community events than in Year 5. A short list of artworks from which those 15 to 16 artworks will be chosen has been selected by the Partners Board and presented to the City Arts Initiative; a portfolio of work will be available at the meeting.

For this year, officers are looking to secure £280k in total of external funding from project partners. To this end the project board and co-directors are actively exploring opportunities to grow the project by securing additional project partners, with strong leads being pursued. The City has already allocated £90k from Section 106 funding, as approved in May 2015. The project's scale and interest have significantly grown over the years and the City needs to maintain the same percentage of total project cost as previous years. It is now proposed to increase this contribution by £30k to give an overall total contribution of £120K. This would allow for more ambitious/numerous installations for Year 6 and would equate to 30% of the total budget required for delivery of the project being provided by the City, with 70% secured from external partners (*please refer to budget breakdown table in Appendix C*). The funds will enable the City to maintain its leading role as project coordinator, managing the delivery team more efficiently by outsourcing project management services, steering the marketing campaign and delivering a better targeted communication strategy. This will enable the project to keep growing in a sustainable manner, maintaining and improving the quality of previous years. This will also allow delivering additional school workshops and community events in line with the City's Cultural strategy, which seeks to place cultural education at the heart of our offer while enlivening the on-street environment (also an objective of the City's Visitor Strategy 2013/17).

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

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

For future years (post 2016), it is proposed that the running of the project will be externalised and set up as a Charitable Trust. This will allow more efficient management of the project, use fewer resources from the City but allow the City to maintain a level of engagement with the project. Further details are provided in the "summary of progress" section.

Recommendations

It is recommended that Members:

- i) Note the contents of this update report and agree the shortlist of artworks for Year 6.
- ii) Approve an increase of £25,000 on the budget of Year 5 from TfL funding underspends in 2015/16, to cover additional costs that have incurred in the delivery of last year's project due to the unforeseen need to remove a piece earlier than programmed.
- iii) Approve an additional contribution of £30k to the sum of £90,000 already approved in May 2015 (bringing the total City contribution to £120k) for the implementation of this Year's project, funded from the existing 22 Bishopsgate S106.
- iv) Approve the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, Open City Architecture, Brunswick Media and Sally Bowling) and the tender exercise for the art moving specialists as described in the procurement section.
- v) Authorise the Partner Board to establish a Charitable Trust.

- vi) Approve a contribution of £360k from the S106 obligation connected with the Pinnacle development at 22 Bishopsgate to cover a capped 3 year commitment to support the running of the project by a Charitable Trust between 2017 and 2019.
- vii) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

Gateway 6: Progress Report

Reporting Period	May 2015 – February 2016
Summary of progress since last report	<p><u>Year 5 (2015-2016)</u></p> <p>The fifth year of the project, launched in July 2015, was regarded as the most successful yet and featured 14 sculptures by globally established artists including:</p> <ul style="list-style-type: none"> • Ekkehard Altenburger (Germany) – 1 artwork • Bruce Beasley (USA) – 1 artwork • Adam Chodzko (UK) – 1 artwork • Laura Ford (UK) – 1 artwork • Damien Hirst (UK) – 1 artwork • Shan Hur (Korea) – 1 artwork • Folkert de Jong (Netherlands) – 1 artwork • Sigalit Landau (Israel) – 1 artwork • Kris Martin (Belgium) – 2 artworks • Keita Miyazaki (Japan) – 1 artwork • Tomoaki Suzuki (Japan) – 1 artwork • Xavier Veilhan (France) – 1 artwork • Ai Weiwei (China) – 1 artwork <p>In 2015, the project included the largest quantity of pieces to date and some of the most ambitious installations so far. The project achieved greater public impact by installing artwork in new areas, and extending the zone towards the junction of Bishopsgate and Leadenhall Street.</p> <p>This year also saw the creation of an exciting partnership with the Royal Academy of Arts with the <i>Sculpture in the City</i> installation of the “Forever” piece by Ai Weiwei being held off until September 2015 to tie in with the retrospective exhibition of Ai Weiwei at the Royal Academy of Arts. It is hoped to build on this partnership for Year 6 of the project as such relationships further reinforce the credibility of the City’s project within the art world.</p> <p>In addition to the art installations, 36 on-site school workshops were organised by Open-City London, offering interactive activities to 220 children from 9 schools within the City and adjacent boroughs. Also, community events were organised as part of the Archikids Family Festival (July 2015) and the London Open-House weekend (September 2015) during which free tours were offered to visitors. These events generated a lot of interest, with approximately 450 and 300 children and adults participating in the respective events.</p> <p>The project was featured in more than 70 arts, cultural and business focused articles and received over 1000 media mentions all over the world. Publications</p>

included international coverage from London Evening Standard, The Guardian, Wall Street Journal, the International New York Times, the Independent and Art Daily.

Building upon the success of previous years, a panel discussion was held in October 2015 as part of the International Frieze Art Fair. The debate involved high profile panel members and was kindly hosted by Hiscox. The event was again very well received by attendees.

Officers found that early liaison with the City's Access, Development Management and Highways teams was vital to ensuring that appropriate requirements, such as plinth dimensions and positioning, were taken into account in the selection of locations for the artworks.

Year 6 (2016/17)

Preparations for Year 6 of the project, to be delivered in summer 2016, are well underway and partnerships with the City's external partners have been reconfirmed. Officers have worked closely and consulted on the shortlist of artworks with different departments within the City, including the City Arts Initiative, the Access Team, Highways and Development Management, in order to take early account of their views regarding the artworks considered in this year's project. Early liaison with the respective City sections has been actioned as a priority and close working relationships with colleagues is considered key to the successful delivery of the project.

In terms of funding, the overall projected external financial contributions from project partner's amounts to a total of £280k. This is based on securing two additional project partners when compared with Year 5. In addition to the external and City financial contributions, the following "in kind" contributions have been confirmed for Year 6.

Contributor	Cash (£)	In Kind (£)	Total (£)
City Of London s106 funding	120,000	5,000	95,000
CoL (Use of Leadenhall Market space)		5,000	5,000
City Businesses	280,000	20,000	300,000
Hiscox (insurance)		15,000	15,000
launch event (Aviva)		5,000	5,000
Galleries/Artists		*285,713	285,713
Price & Meyers (Structural engineering services)		10,000	10,000
Total	400,000	345,713	715,713

* based on the commercial rate average for rental of artworks at a collective value of £4,082,833.00.

For Year 6, the project Partners Board members agreed in January 2016 the following points:

- To continue to promote the project to local businesses, with a view to bringing two additional partners on board;

- To select artwork that is robust and easy to maintain, clean and repair in order to avoid the removal of artwork as a result of damage and potentially undertaking restoration costs. In addition, the artwork selected should be suitable for display in the public realm;
- To focus on maintaining the high quality and critical mass of artworks, despite the increase in project size;
- To work with a range of galleries, and to feature both established and emerging artists;
- To maintain an external consultant, Lacuna PR Ltd, as the Co-Director of the project to manage the relationships with the external partners and ensure a successful communication strategy. Lacuna PR Ltd has been involved in the City's public art project since its inception in 2010 and forms an essential part of the team to continue to deliver the project;
- To continue connecting the project to local attractions, for example Leadenhall Market and public transport hubs (Liverpool Street station);
- Extend the area boundary towards Aldgate and Fenchurch Street, south east of the previous boundary;
- To maintain and improve the social benefits of the project through the provision of additional school workshops. *Open-City* (external consultant), will continue to deliver the events; 9 schools will be participating this year (1 more than in the previous year) and 24 - 30 on-site school workshops will be delivered;
- To hold another public art debate as part of the Frieze International Art Fair in October 2016. The venue and the speakers should be adequately selected;
- To continue bi-monthly meetings with the Communications Sub-Group (comprising members from the project partner organisations), aiming to deliver a broader and more successful communications strategy and PR campaign.
- To begin the process of setting up Sculpture in the City as a Charitable Trust in order to be operational from Year 7 onwards.
- Each partner will commit to the Sculpture in the City project for another 3 years from Year 7 (2017) to Year 9 (2019).

Year 7 to 9 (2017-2019) – SitC as a Charitable Trust

The Partner Board members agreed that the public art project will be set up as a Charitable Trust from Year 7 and beyond. Given its increased scale and profile as well as its sixth year of running, the City's leading role as project coordinator is becoming considerably more challenging and is requiring significantly more resources.

It is therefore proposed to externalise the project to allow for a more effective delivery of Sculpture in the City and enable the project to expand further. The benefits of externalising the project include:

- removing the financial risk from the City as this would be held by the Trust;
- simplifying the procurement process and therefore needing less resources to operate the project;
- business contribution from each partner likely to increase and other sources of funding, open only to Charitable Trust, will become available to broaden the scope of the project;

Other components of the project will also become more flexible, such as the educational and volunteering programme, as well as the use of a dedicated website and social media for Sculpture in the City in order to be more in line with

	<p>the modern trends.</p> <p>The resources needed from the City will be significantly decreased but the City will still maintain a key role in the project, including:</p> <ul style="list-style-type: none"> ▪ Taking part into the decisions made on the project as a Trustee of the Sculpture in the City Board ▪ Approving the funding contribution and the City involvements in the Trust through the Culture, Heritage and Libraries committee ▪ Approving artworks through the City Art Initiative ▪ Reviewing the Planning applications for the artworks ▪ Giving the Highway authorisations for the installations and de-installations of the pieces ▪ Reviewing and approving the Health & Safety Risk Assessments <p>It is proposed that the public art project will continue to be delivered as an annual rolling programme, renewed every summer, and members will be updated on the progress of it with an annual update committee report.</p> <p>Financial support for Year 7 to 9 (2017-2019) of the £120k per annum and a contract will be put in place between the City and the Charitable Trust. A similar contract and commitment is being sought from all other partners involved in the project ensuring the City is not in a position of underwriting the project once it is set up as a Charitable Trust.</p> <p>Discussions will be held with Legal and Chamberlain’s department to develop the contract and the legal agreement between the City and the Charitable Trust.</p>					
<p>Next Steps Programme</p>	<p>The key dates for Year 6 (2016) of the project are as follows:</p> <table border="1" data-bbox="323 1160 1316 1361"> <tr> <td>• February/March – Selection of shortlisted artworks</td> </tr> <tr> <td>• April – Submit planning applications for artworks</td> </tr> <tr> <td>• May – De- installation of artworks Year 5</td> </tr> <tr> <td>• June – Installation of artwork Year 6</td> </tr> <tr> <td>• July – Launch event, “Sculpture in the City 2016”</td> </tr> </table> <p>It is proposed to plan the delivery of the project over three years on a rolling basis when the project will be set up as a Charitable Trust, and engage businesses and galleries over a programme for Years 7 to 9. This would enable robust financial planning, facilitate Corporate Social Responsibility input from the project partners, enable businesses to make decisions in good time before the end of the financial year, and allow the galleries to contribute more fully as they plan their exhibitions two years in advance. This would also provide flexibility to allocate funding over the 3 year period and to plan for changing artworks on a 6 or 12 monthly basis, depending on what may work best for the project, galleries, partners and the City.</p>	• February/March – Selection of shortlisted artworks	• April – Submit planning applications for artworks	• May – De- installation of artworks Year 5	• June – Installation of artwork Year 6	• July – Launch event, “Sculpture in the City 2016”
• February/March – Selection of shortlisted artworks						
• April – Submit planning applications for artworks						
• May – De- installation of artworks Year 5						
• June – Installation of artwork Year 6						
• July – Launch event, “Sculpture in the City 2016”						
<p>Budget</p>	<p>The implementation of Year 5 (2015) of the project proved to be considerably more challenging, and it required significantly more resources (fees and staff costs) when compared to previous years.</p> <p>Furthermore, the overall increase to the project budget from external partners was not achieved for year 5 (anticipated to be £280k) due to the unforeseen loss of one of our project partners following change of ownership of 30 Mary Axe. An additional project partner was however secured which balanced out the budget at</p>					

the time.

Additional costs have also been incurred on the Year 5 project budget due to the need to remove of a sculpture ahead of its programmed de-installation in May 2016. It is necessary to return the sculpture urgently as the gallery loaning it has sold the artwork. The extra costs are for works to remove the piece, reinstate the highway, update the maps/brochures and associated staff costs for managing this standalone de-installation.

As a result, it is proposed to utilise the TfL 2015/16 underspends funding to cover these additional costs. This money would otherwise be returned to TfL. *(Please refer to Appendix C for full breakdown of costs)*

In Year 6 it is expected the cost of delivering the project will be greater than in Year 5. This is to allow the City to build on the success and exposure of the project from previous years. The increased cost of the project will be fully met, and limited by, by the financial contribution from external partners.

The increase in cost represents:

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

Funding sources for Year 6 are as follows *(please refer to Table 02)*:

- Projected income from confirmed external partners amounts to a total of £236k with a total of 10 project partners for this Year's project. Confirmed financial contributions in Year 6 are from:
 - Hiscox
 - Aviva
 - Aon
 - Willis
 - Tower 42
 - British Land
 - JSRE Ltd
 - Brookfield
 - WR Berkeley
 - 22 Bishopsgate
- The Sculpture in the City board members are seeking to secure additional project partners and increase the external funding provided to deliver the project to £280k.
- The City's contribution will be capped at £120k, funded from environmental enhancement contribution via s106.

Increasing the budget but keeping the delivery format as Year 5 will enable the City to successfully manage the project, given its increased scale and profile, and maintain a leading role as project coordinator.

Taking account of the increased external contributions from the project partners, this means that the City will fund 30% of the total capital value of the project; with

external partners providing 70% of the project value (*please refer to Table 01*).

Table 01. Financial contributions; Years 1 - 6

Annual project	External contributions (£)	Percentage of total project cost External contributions (%)	City contributions (£)	Percentage of total project cost City contributions (%)	TOTAL PROJECT VALUE
Year 1 (2011-2012)	£24,500	28%	£63,269	72%	£87,759
Year 2 (2012-2013)	£79,500	52.5%	£72,000	47.5%	£151,500
Year 3 (2013-2014)	£170,000	76%	£54,000	24%	£224,000
Year 4 (2014-2015)	£220,000	71%	£90,000	29%	£310,000
Year 5 (2015-2016)	£240,000	73%	£90,000	27%	£330,000
Year 6 (2016-2017) (projected income)	£280,000	70%	£120,000	30%	£400,000

Table 02. Projected funding sources (Year 6)

Funding source	Purpose	amount (£)
City of London Contribution (S106 agreement - Pinnacle development)	Project delivery & consultant fees	£120,000.00
External contributions (<i>projected income from current project partners</i>)	Project delivery	£280,000.00
Total projected funding sources)		£400,000.00 *

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

As described above the City currently contributes to the costs of the project delivery by allocating Section 106 funding received from developers that can be used for environmental enhancement within the area. This remains the proposed source to fund Year 7 to Year 9 of the project in 2017-19.

Procurement

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

To build on the success of the previous years, it is propose that the City appoints the same external consultants as utilised in Year 4 and 5 for the delivery of Year 6, therefore maintaining the professional continuity of the project management and project delivery:

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

delivery of the project.

As with previous years, Lacuna PR Ltd will be appointed on a stage payment performance contract, with payment related to obtaining a set number of artworks/partners and a base fee of £39,850. This contract is incentivised in allowing an additional 10% commission against the cash contributions made by partners, thereby ensuring high levels of client management and fundraising performance. At the expected level of partners' contribution, Lacuna fee is anticipated to be in the region of £60,000.

- **A et Cetera** to be appointed as the project manager, supervised by CoL officers, to a total cost of £45,000. A et Cetera were integral to the successful delivery of Year 4 and 5 of the project and provide the specialist project management skills required to delivery this resource intensive and technically difficult project. The outsourcing of the project management for a capped fee will optimize the delivery of the scheme. The main responsibilities will include planning and organising the installation and de-installation of the artworks, liaising with galleries and resolving technical requirements for the installation and de-installation of sculptures, preparing and submitting planning applications for the artworks, preparing Health & Safety Risk Assessments, overseeing on-site installation and de-installation works by the art handling company and general project management tasks and on-going administration of the project.

- **Open City Architecture** to be appointed as the education and community programme providers for Year 6 of the project at a total cost of £56,000. Open City Architecture have been working on the project for four years now, successfully growing the number of workshops and community events over the years and generating good feedback from Members and the partners board. Open City Architecture are the only such education provider capable of providing the education and engagement programme required for the project and they are required by project partners to satisfy many of their Corporate/Social Responsibility requirements.

- **Brunswick Media** to be appointed for a total of £20,000 for the provision of specialist PR and marketing services. The media exposure provided by Brunswick Media was fundamental to the successful delivery of Year 4 and 5 of the project and project partners expect this to be another key output of Year 6 of the project.

- **Sally Bowling** to be appointed as the conservation and maintenance consultant for Year 6 at a total cost of £10,000. Sally Bowling is the only artwork conservator that the galleries and artist will allow to maintain and inspect their artworks and she has been involved in the project since 2010.

MTEC Warehousing has been involved in the project since its inception in 2010, and undertakes the transportation, installation and de-installation of the artworks. The OJEU (Official Journal of the European Union) limit has now been reached for the art handling company and therefore a tender exercise will be undertaken to appoint a specialist to do the de-installation and installation of the artworks Year 6 and beyond. Following the tender exercise, a framework will be put in place between the selected company and the City. This contract will be transferred to the Charitable Trust once established for Year 7 onwards.

Discussions regarding the appointment of the specialist external consultants for Year 6 of the project have been held with the City's Procurement Service (CLPS).

	<p>A waiver form as completed by the Director of Transportation and Public Realm will be required for the appointment of Lacuna PR Ltd, A et Cetera, Brunswick Media and Open City Architecture for Year 6, with Sally Bowling being a direct appointment as the sole provider. The installation company will be appointed after a tender exercise to test the market.</p> <p>Any highways and electrical works being undertaken on the City's highways will continue to be undertaken by the City's term contractor, JB Riney.</p>
Lessons	<i>See Appendix D</i>
Risk	<i>See Appendix D</i>
Success Criteria	<i>See Appendix D</i>
Link to Strategic Aims	<i>See Appendix D</i>
Communications	<i>See Appendix D</i>
Benefits achievement	<i>See Appendix D</i>
Next Progress Report	Spring 2017

Report author:

Maxime Tomas

Project Officer - Environmental Enhancement (020 7332 3133)

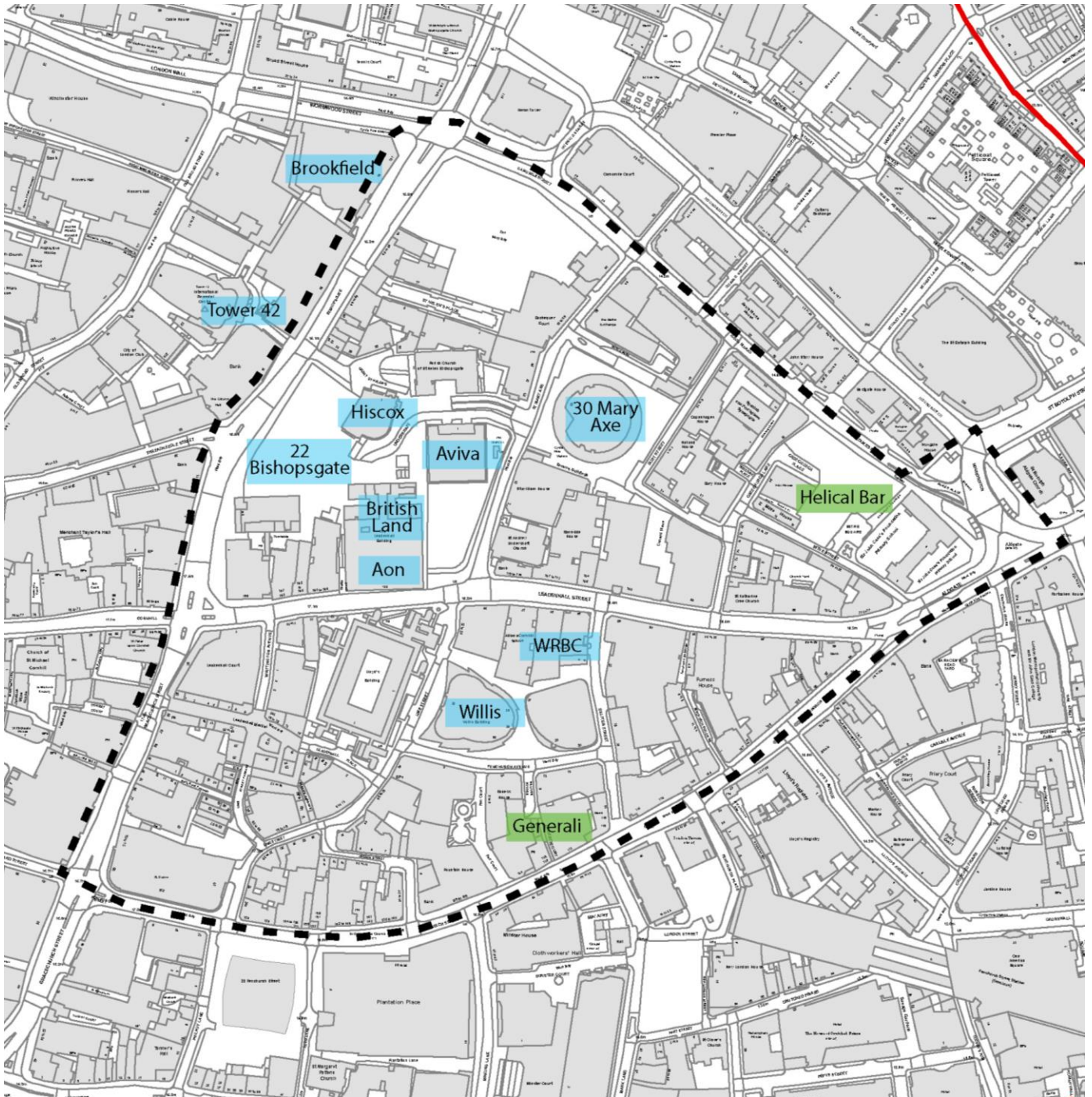
Department of the Built Environment

Maxime.Tomas@cityoflondon.gov.uk

Appendices

Appendix A	Map of sculpture space, Year 6. Boundary Area.
Appendix B	Value of Artwork – Year 6 (2016 -2017)
Appendix C	Budget breakdown – Year 6 (2016 -2017)
Appendix D	Risk, Success Criteria, Link to Strategic Aims, Communications Benefits achievement and Lessons sections
Appendix E	PT4 committee procurement report

Appendix A Map of sculpture space, Year 6 - Boundary Area.



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Appendix B Value of Artwork – Year 6 (2016 -2017)

Artist	Title	Gallery/owner	Value
Mat Collishaw	Magic Lantern Small	Blain Southern	£150,000.00
Jyll Bradley	Espalier	L'étrangère	£25,000.00
Anthony Caro	Star Passage	NewArtCentre / Studio Caro	£500,000.00
Michael Young	Centaurus	Michael Young	£90,000.00
Michael Young	Camelopardalis	Michael Young	£90,000.00
Melvin Edwards		Stephen Friedman	£250,000.00
Jaume Plensa			£650,000.00
Graham Gussin	Illumination Rig	Graham Gussin	£10,000.00
Daniel Silver	Untitled	Frith Street Gallery	£80,000
Lizi Sánchez	Cadenetas	Domorbaal Gallery	£24,000.00
Gary Webb	Dreamy Bathroom	The approach	£90,000.00
Karen Tang	Synapsid	Karen Tang	£22,000.00
Enrico David	Untitled	Michael Werner Gallery	£100,000.00
Sarah Morris	Midtown	White Cube	£100,000.00
Theaster Gates	My Labor is My Protest	White Cube	£550,000.00
Benedetto Pietromarchi	Of Saints and Sailors	Josh Lilley	£200,000.00
Christian BOLTANSKI	Animitas	Marian Goodman	£100,000.00
Cristina IGLESIAS	Pozo XI	Marian Goodman	£250,000.00
William KENTRIDGE	Fire Walker	Marian Goodman	£190,000.00
GIUSEPPE PENONE		Marian Goodman	£650,000.00
James Graham	The Survivor		£100,000.00
Gavin Turk	L'age D'or (green)		£250,000.00
Petroc Sesti			£100,000.00
Huma Bhabha	The Orientalist	Stephen Friedman	£250,000.00
Shezad Dawood	Obelisk	Timothy Taylor	£100,000.00
Allora and Calzadilla	Track and Field	Lisson Gallery	£900,000.00
Spencer Finch	Passing Cloud	Lisson Gallery	£450,000.00
Fiamma Montagu	Taking Over		£55,000.00
Tomas Saraceno			£100,000.00
Ugo Rondinone	SUNRISE. east. July	Sadie Coles	£250,000.00
Ugo Rondinone	SUNRISE. east. October	Sadie Coles	£250,000.00
Recycle Group	Battle	Gazelli Art	£100,000.00
Recycle Group	Basalt rock	Gazelli Art	£100,000.00
Will Nash	Fever When You Hold Me Tight	William Benington Gallery	£100,000.00
Alex Chinneck	Straight jacket star jumps		£250,000.00
Sarah Lucas	Kevin / Florian		£350,000.00
Conrad Shawcross	Dappled Light of the Sun		£900,000.00

SUM	£8,646,000.00
AVERAGE	£240,166.67
AVERAGE for 17 pieces	£4,082,833.33

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Appendix C Budget breakdown – Year 5 and 6 (2015 -2017)

	YEAR 5 <i>CoL Committee approved costs</i>	YEAR 5 <i>Actual costs</i>	Difference	YEAR 6 <i>Estimated delivery of project costs</i>
Fees	amount (£)	amount (£)	amount (£)	amount (£)
Lacuna PR Ltd – project consultant	£50,000.00	£50,000.00	£0.00	£60,000.00
Cleaning and maintenance of artwork installed (9-12 months)	£10,000.00	£11,790.00	+£1,790.00	£10,000.00
Marketing and PR campaign	£20,000.00	£20,000.00	£0.00	£20,000.00
Website and photography	£2,000.00	£4,000.00	+£2,000.00	£2,000.00
Open City – School workshops & community events	£55,000.00	£55,000.00	£0.00	£56,000.00
Insurance for the artwork	£2,000.00	£0.00	-£2,000.00	£2,000.00
Storage of cases (9-12 months)	£4,000.00	£8,000.00	+£4,000.00	£4,000.00
Incidentals	£2,000.00	£6,000.00	+£4,000.00	£2,000.00
Col costs/fees	£50,000.00	£57,000.00	+£7,000.00	£60,000.00
TOTAL FEES	£195,000.00	£211,790.00	+£16,790.00	£216,000.00
Works	amount (£)	amount (£)	amount (£)	amount (£)
De-installation of artwork (including MTEC discount)	£34,500.00	£42,500.00	+£8,000.00	£45,000.00
Installation of artwork (including MTEC discount)	£120,000.00	£120,000.00	£0.00	£120,000.00
Information plinths	£0.00	£0.00	£0.00	£0.00
TOTAL WORKS	£154,500.00	£162,500.00	+£8,000.00	£165,000.00
TOTAL PROJECTED COSTS	£349,500.00	£370,290.00	+£24,790.00	£381,000.00
Sub - total <i>projected</i> income - External contributions	£280,000.00	£236,725.00		£280,000.00
Sub - total <i>projected</i> income – City of London contribution	£90,000.00	£90,000.00		£120,000.00
TOTAL PROJECTED INCOME	£370,000.00	£326,735.00		£400,000.00

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Appendix D Risk, Success Criteria, Link to Strategic Aims, Communications Benefits achievement and Lessons sections

<p>Risk</p>	<ol style="list-style-type: none"> 1. <u>Risk:</u> <i>Funding from external partners not secured</i> <u>Mitigating Action:</u> Reduce. Confirm financial contributions and overall budget ahead of finalising the number of artworks to be installed. 2. <u>Risk:</u> <i>Artwork not suitable for City locations</i> <u>Mitigating Action:</u> Reduce. Involve art galleries and City officers at an early stage to ensure appropriate artworks are considered. Consult with the Highways team, Development Management and Access on potential sites for artworks as well as reviewing the pieces suitability for public display. 3. <u>Risk:</u> <i>Artwork not covered by insurance policy</i> <u>Mitigating Action:</u> Reduce. Involve insurance providers at an early stage of the project to ensure that artwork is suitable for the proposed location and artwork materials are robust for an exterior display. 4. <u>Risk:</u> <i>Planning approval not being granted for the artworks selected.</i> <u>Mitigating Action:</u> Reduce. All artworks will be discussed with Development Management ahead of submitting the planning applications. This liaison has already started for this year's installations. 5. <u>Risk:</u> <i>Lack of partnership working with leading art galleries, leading to a lower quality of artworks offered.</i> <u>Mitigating Action:</u> Reduce. Continue dialogue with galleries to ensure they remain aware of the benefits of exhibiting artworks in this area. 6. <u>Risk:</u> <i>Maintenance and installation costs exceeding available budget.</i> <u>Mitigating Action:</u> Avoid. Liaise with galleries to ensure all costs are planned for, and budgets take into account artwork-specific maintenance regimes.
<p>Success Criteria</p>	<ul style="list-style-type: none"> • Help to deliver the City's Cultural Strategy, Visitor Strategy and the City Together Strategy; particularly theme no.4, "is vibrant and culturally rich". • Deliver 28 - 30 school workshops in partnership with local businesses supporting the City's Cultural Strategy 2012/17. • Continue to develop new and strengthen existing partnerships with key local businesses in the area. • Enhance the City's reputation as a centre of excellence for the display of high profile public art. • Enhance the streets and public spaces in line with Corporate Objectives as per the City's Cultural Strategy and Visitor Strategy. • The project's success has been recognized and is supported by Members, City officers and local stakeholders. • The high quality of artists and galleries shows the credibility of the project in the art world. Sculpture in the City has been presented as a reference during the Venice Biennale 2014.

	<ul style="list-style-type: none"> • The partnership established for Year 5 of the project with the Royal Academy of Art for the installation of <i>Ai Weiwei-Forever</i> artwork installation delayed to September to tie in with the retrospective exhibition on Ai Weiwei at the Royal Academy of Art. • As with previous years, (2013, 2014 and 2015's) have the project included in the Open-House London weekends and free tours. • Continue to feature arts, cultural and business focused publications from all over the world. <p>As part of the school workshops, children from neighbouring boroughs were able to explore the City and visit buildings that otherwise wouldn't have been possible due to security measures. This promotes the Square Mile, not only as a financial centre, but as a cultural quarter for visitors to enjoy.</p>
Link to Strategic Aims	<ul style="list-style-type: none"> • Corporate Plan 2013-2017 Aim 1: To support and promote The City as the world leader in international finance and business services. • The City Together Strategy: Theme 4: "is vibrant and culturally rich: To support and promote the City as a cultural asset and to encourage greater vibrancy and diversity in cultural and leisure activities. • Local Plan - Policy 3.11: Visitors, Arts and Culture • The City's Cultural Strategy 2013/17, aligning to two of its five supporting themes – Working in Partnership and Education and Learning <p>The City's Visitor Strategy 2013/17, SA1 (strategic aim 1) – "to develop a compelling offer for all our visitors, celebrating the City's unique heritage and cultural output, especially through the delivery of ... art-on-street initiatives"</p>
Communications	<p>Officers consult on a regular basis with the Partners Board, project partners, and local stakeholders.</p> <p>Since its inception in 2010, the Partners Board, now chaired by Vivienne Littlechild, has met on a regular basis and has proved to be a successful governance body for the project. The Board is responsible for making decisions and ensuring a consistent quality of artwork is maintained.</p> <p>In March 2014, the role of Lacuna PR Ltd was expanded for Year 4 and 5 and will be maintained for Year 6. This has enabled the communications and relationships with existing partners to be more closely managed as well as promoting the project more widely and bringing on board new partners. Experience has shown that it is important to maintain good working relationships with project partners and galleries. Lacuna PR Ltd has previous experience of event management in similar projects. The consultant will also manage and direct the marketing campaign, in collaboration with an external PR consultant (appointed by the City) and the City's Visitor development Team in Culture, Heritage and Libraries.</p> <p>An external PR consultant (Brunswick Media) will prepare and deliver a targeted marketing and PR campaign in line with the City's corporate objectives. The campaign will be monitored by <i>the Communications Sub-Group</i>, which is formed by representatives from the project partners and managed by Lacuna PR Ltd. The Communications Sub-Group will provide a steer to the press and marketing campaign and will help to develop a link between the Communications and PR departments from the various partners.</p> <p>As with Year 4 and 5, the role of A et cetera is proposed to include the liaison with the general public enquiries, with Planning Consultation Notices on site.</p>

	Internally, all installations and de-installation works will be planned in consultation with the relevant CoL departments and local stakeholders.
Benefits achievement	<ul style="list-style-type: none"> • The streets and spaces have been enhanced with public art and art-related activities in line with Local Plan and Cultural objectives (CoL Cultural Strategy, Visitor Strategy and Local Plan). • Strong partnerships have been created with key private businesses and stakeholders in the area. • The reputation of the City of London as a cultural centre has been promoted all around the world with the international coverage received for Year 4, Year 5 and Year 6 intends to again build on this. • Public art makes the City a more attractive place to be contributing to the reasons why businesses would wish to remain or locate in the City. <p>The economic, social & cultural benefits and impacts of the project have been highlighted in a report published by BOP Consulting in 2013. The study demonstrates that an arts and culture cluster contributes <i>[...to the bringing vibrancy and diversity to the City by shaping the identity of the area, and providing learning and active citizenship opportunities...]</i>.</p>
Lessons	<ul style="list-style-type: none"> • Lessons from Year 3 have been successfully taken into consideration in Year 4 and 5 avoiding additional cost to the project. For Year 6, officers will again explore insurances costs, transport costs and storage costs at an early stage too. • Sculptures with a powder coated finish are not suitable for public display, since damage is not easy to repair. • Close working relationship with Access and Highways team is necessary, in order to foresee the requirements for appropriate locations on street. For example, early notification for plinth works need to be made to have a smooth process in getting planning applications. • For Year 4, the “Work Scaffolding Sculpture” by Ben Long and “Box sized DIE featuring Unfathomable Ruination” by João Onofre had to be removed earlier than planned due to facilitate project partners’ requirements. These de-installations were readily accommodated and this demonstrates the flexibility of the project and the ability to manage early removal of artwork in a tight timeframe. • For Year 5, due to the uncertainty of the landscape works on St Helen’s Square, the choice of an easily removable piece has been done, to keep the site available if the landscaping works would go ahead. This demonstrates the flexibility of the project in term of location of artworks. • If works by young or emerging artists/galleries are selected then they must be reviewed in person by project board members or the co-directors to ensure they are of the quality required for the project. • For Year 5, museum barriers had to be installed around “Old DNA” by Folkert de Jong following the post-installation risk assessment, as the sculpture has proven to have sharp edges in specific locations, not noticeable on the pre-installation pictures. It is highly desirable therefore that works are seen by a member of the delivery team prior to the installation in order to identify those issues.

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PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.



Introduction

Author:	Samantha Rogers		
Project Title:	Eastern Cluster – Installation Partner		
Summary of Goods or Services to be sourced Warehousing, transportation, installation and de-installation of artworks for the Eastern Cluster Arts Project.			
Contract Duration:	12+ months	Contract Value:	Under £100k
Stakeholder information			
Project Lead & Contract Manager: Maxime Tomas (Project Officer)	Category Manager: Sam Rogers	Lead Department: Heritage, Culture & Libraries	
Other Contact	Department		

City of London Initiatives

How will the Procurement meet the City of London's Obligation to Adhere to the Corporation Social Responsibility: CSR will apply to this contract
Take into account the London Living Wage (LLW): LLW will apply
Consideration for Small to Medium Enterprises (SME): An SME could be suitable for this contract
Other: Water contamination; noise abatement; waste; impact on Tower Bridge Exhibition and walkway access. Impact on passenger safety. Energy efficiency. Reduced maintenance costs.

Procurement Strategy Options

Option 1: Seek minimum of 3 quotes from nominated suppliers
Advantages to this Option: Can shortlist suitable suppliers from the market with relevant experience Quick turnaround time Drive competition
Disadvantages to this Option: Possibility of not receiving suitable responses
Please highlight any possible risks associated with this option: see disadvantages
Option 2: use OEJU compliant framework
Advantages to this Option: Quick route to market Suppliers already qualified
Disadvantages to this Option: Due to the nature of the services (Artwork related) any potential frameworks are unlikely to have suppliers with specific expertise
Please highlight any possible risks associated with this option: see disadvantages
Option 3: OPEN tender process
Advantages to this Option: Seek relevant experience from the market and shortlist accordingly
Disadvantages to this Option: Possibility of high number of response and resource required to evaluate Process is not proportionate to the value of the work
Please highlight any possible risks associated with this option: see disadvantages

Procurement Strategy Recommendation

City Procurement team recommended option
Option 1: Seek minimum of 3 quotations from nominated suppliers

Date of Report:	26 th October 2015
Reviewed By:	
Department:	
Reviewed By:	
Department:	Chamberlain's Department

Committee:	Date:	Item no.
Culture, Heritage and Libraries Committee	7 March 2016	
Subject: Culture Heritage & Libraries Business Plan 2015-2018 – Q3 Monitoring Review		Public
Report of: Director of Culture, Heritage and Libraries		For Information
<u>Summary</u>		
<p>This report provides the Business Plan progress which has been made in Quarter 3 (October – December 2015) against the key objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department’s Business Plan 2015-2018.</p> <p>Good progress has been made against the Department’s four Key Objectives during Quarter 3. These have been summarised in Appendix A.</p> <p>Appendix A also sets out performance in Quarter 3 against our departmental key performance indicators and the relevant corporate Service Response Standards. We have met 11 of the 12 reported KPIs with one relating to Keats House rated Amber; these are listed in more detail on the appendix.</p> <p>We have met all of the four reported corporate Service Response Standards.</p> <p>The third 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 October - December for the Department of £31K (1.3%) against the overall local risk budget from October - December of £2,326K for 2015/16.</p> <p>Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be over budget by £3K, for his budgets for the City Fund and City’s Cash. There will be a surplus of income of £650K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income expected to exceed the target by 13% (£650K) at Tower Bridge.</p> <p>The current position on Risk Management at Corporate and Departmental level is set out as a summary of the key risks. This section highlights progress made in mitigating risks and identifying new risks and complements the separate Risk Report to this Committee.</p> <p>A few highlights of the services provided by our department in Quarter 3 are also included for your information.</p> <p>Service Based Review efficiencies are on track.</p>		

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

Recommendations

I recommend that your Committee notes:-

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

Main Report

Background

1. At your meeting of 26 May 2015, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2015–2018.
2. Four business plan objectives were agreed by Committee which are the same as our four overarching departmental Strategic Aims:
 - 1) To refocus our services with more community engagement and partnerships with others;
 - 2) To transform the sense of the City as a destination;
 - 3) To continue to use technology to improve customer service and increase efficiency; and
 - 4) To develop the City's contribution to the life of London as a whole.
3. Good progress has been made against the Department's four Key Objectives. 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 third quarter stage we have met or exceeded 11 of the 12 KPIs, with one relating to Keats House 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 100% for responding to specific requests for information (SRS D); 94.1% of all telephone calls answered within the standard (SRS E); and only 4.8% 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 third 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 October

- December for the Department of £31K (1.3%) against the overall local risk budget from October - December of £2,326K for 2015/16.

7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be over budget by £3K, for his budgets for the City Fund and City's Cash. There will be a surplus of income of £650K, on the Bridge House Estate (Culture, Heritage and Libraries) service under his control due to income expected to exceed the target by 13% (£650K) at Tower Bridge.
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 31 December 2015			Forecast for the Year 2015/16			
	Approved Budget 2015/16	Budget Quarter 3	Actuals Quarter 3	Variance Quarter 3	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	8,274	2,069	2,118	49	8,274	8,280	6
CHL City's Cash	295	74	99	25	295	295	0
CHL Bridge House Estates *	(871)	(218)	(342)	(124)	(871)	(1,521)	(650)
Total Culture, Heritage and Libraries Committee	7,698	1,925	1,875	(50)	7,698	7,054	(644)
Total Planning and Transportation Committee	1,410	353	363	10	1,410	1,410	0
Total Culture, Heritage & Libraries Committee - City Surveyors	98	48	57	9	98	95	(3)
TOTAL DIRECTOR OF CULTURE, HERITAGE & LIBRARIES LOCAL RISK	9,206	2,326	2,295	(31)	9,206	8,559	(647)

* The reasons for the income surplus is due to income being expected to exceed targets at Tower Bridge by 13% (£650K).

Risk Management

9. CHL currently have no corporate level risks identified on the risk management system, Covalent. During Q1/Q2 there were four departmental risks identified at AMBER level and one at GREEN. A further risk at Keats House has been added in Q3 where the failure of the two boilers has been detrimental to maintaining a reasonable temperature and level of humidity throughout the historic building. This may adversely impact on our achievement of the site's Service Based Review objective. City Surveyor's are working on mitigating the effects with temporary heaters, whilst a feasibility study is prepared on

replacement/repair options. This may include obtaining Listed Building consent for flue alterations. A separate risk report will be provided to this Committee as set out in the Corporate Risk Management Framework.

Risk No.	Title and progress	Current Risk Score
CHL GL001	<p>Flooding in lower ground levels high value storage areas at Guildhall Libraries.</p> <p>City Surveyor's have completed pavement works (October 2015) and the monitoring period has demonstrated no further leakage. This risk will be removed in Q4 from the risk register.</p>	AMBER
CHL TBM 001	<p>The effect of terrorism on the tourism business at Tower Bridge and Monument.</p> <p>Ongoing actions include liaison with both City and Metropolitan Police, TfL and 24/7 security control room monitoring.</p>	AMBER
CHL GAG 001	<p>Partial insurance of collections held within the department's Art Gallery premises.</p> <p>All actions relating to this risk have been taken and an external audit shows we are in line with national guidance and best practice.</p> <p>This risk will be moved to GREEN in Q4.</p>	AMBER
CHL PP 001	<p>Loss of IT at multiple public facing sites across the department.</p> <p>Work has continued with the IT teams to mitigate the effects of the outages at our public sites.</p>	AMBER
CHL CVD 001	<p>City Information Centre temperature control.</p> <p>City Surveyor's have been pursuing both contractors involved to gain a mutual understanding of each part of the air conditioning system. Work has been completed and this is being monitored.</p>	GREEN
CHL KH 001	<p>New Risk - Detrimental effects of temperature/humidity fluctuations on the historic building and museum collection at Keats House and may affect our SBR targets.</p> <p>This risk may be escalated to a RED risk if the temporary measures implemented by City Surveyor's prove not to be effective.</p>	AMBER

Highlights

Some of the highlights of Quarter 3 were:

10. The **CIPFA statistics for 2014-15** have just been released and yet again, Barbican Library loaned more stock than any other library in London and recorded the 10th highest loans for any library in England. If you add in Scotland and Wales, Barbican Library recorded the 13th highest loans in Great Britain. The combined CD loans total (65,473) for our 3 lending libraries in 2014-2015 is more than the combined loans for all libraries in any London borough. [*Strategic Aim 1*]
11. The City hosted the **annual conference of the Tourism Management Institute (TMI)** in November – a national body made up of senior tourism professionals from across the UK. Funding and benefit-in-kind with a total value in excess of £40,000 was brokered by the City's Cultural and Visitor Development Team including favourable room rates for delegates at Grange City Hotel where the main elements of the conference took place. On the opening day, delegates enjoyed a tour of Guildhall Galleries, and a reception in the presence of the Lord Mayor at the Tower of London followed by dinner at Tower Bridge. With sessions led by the Director of Culture Heritage and Libraries and the Head of Cultural and Visitor Development, the conference provided an ideal opportunity for the City to showcase its visitor offer to this prestigious audience of sector professionals. [*Strategic Aim 2*]



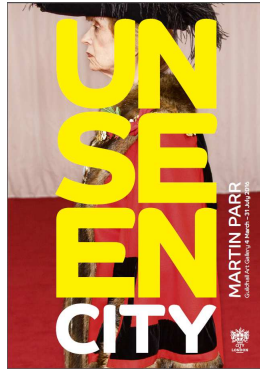
12. In November, Keats House won a coveted Time Out Love London Award. The museum was voted 'Best Hampstead Cultural Attraction' by members of the public. In December, the house was shortlisted by Hudson Heritage Awards in the 'Best Hidden Gem' category – winners will be announced in March 2016. [*Strategic Aim 4*]



13. This year marks the **400th anniversary of Shakespeare's death**. To commemorate, the Cultural and Visitor Development Team has partnered with Barbican and Shakespeare's Globe to deliver a cost-shared promotional campaign focussing on the London where Shakespeare lived and worked. Printed collateral featuring over 50 events and exhibitions taking place within the City and Bankside areas, a dedicated Shakespeare sub-site on the City's website, an Underground campaign and a website takeover of www.visitlondon.com (part of the City's platinum partnership with London & Partners) will help drive fans of the Bard to our attractions and sites this spring and further promote the City as a cultural destination on the international stage. Programme highlights include the Shakespeare Son et Lumiere in Guildhall Yard (4 & 5 March), the display of the Shakespeare Deed and First Folio in the Heritage Gallery, and Visscher Redrawn at the Guildhall Art Gallery (20 February to 20 November). **Shakespeare Woz Ere** forms part of the nationwide Shakespeare400 programme of events: www.cityoflondon.gov.uk/shakespeare400 [*Strategic Aims 1&2*]



14. Q3 was exceptionally busy for the **City Information Centre** with £114,145 worth of **sales** achieved. This figure represents a 13.5% increase on the same period last year, with December in particular taking just under £40k to make it the highest grossing December in the history of the CIC. These achievements bring the sales total for 2015 to a very exciting £525,691.26 with 33,071 products sold at an average of £15.89 per product. [*Strategic Aim 2*]
15. **Keats House** was featured on Comedian Helen Lederer's edition of the popular BBC show, **Celebrity Antiques Road Trip**, first aired on the 7th of January 2016. Principal Curator Vicky Carroll, who welcomed Helen to the House, can be seen on the show telling the story of John Keats's life. [*Strategic Aim 4*]
16. **Visitor figures for Guildhall Art Gallery and London's Roman Amphitheatre** continue to rise. 23,939 people visited in Oct-Dec, up 37% on the previous quarter. Success can be attributed to the vibrant exhibition programme, including No Colour Bar: Black British Art in Action, 1960-1990 and Unveiling the Crystal Sceptre: Henry V's Gift to the City and increased targeted marketing activity. [*Strategic Aim 2*]



17. For the first time in the history of its exhibition programme, **Guildhall Art Gallery** has teamed up with **the Barbican** to offer a **joint exhibition ticket**. Part of a new drive to work in closer partnership with other cultural destinations funded by the City of London, visitors will be encouraged to visit both **Unseen City: Photos by Martin Parr** at Guildhall Art Gallery and **Strange and Familiar: Britain as Revealed by International Photographers**, an exhibition curated by Parr for the Barbican. The combined ticket price is £13, and both shows open in March 2016. [*Strategic Aims 1&2*]
18. The **glass floor feature** continues to draw high numbers of visitors to Tower Bridge Exhibition, with over 100,000 additional tickets sold in comparison with the first 3 quarters of last financial year (a 20% increase). The marketing team at the Bridge has been busy experimenting with new ways to promote the feature with the aim of keeping it fresh in the eyes of the public, including a programme of sold-out yoga sessions, and the ways in which Exhibition staff interact with the public on the glass floor has helped to further instil excitement, leading visitors to pass the news of 'something special to see' on to friends and family long after their experience onsite has ended. [*Strategic Aim 2*]



19. **London Metropolitan Archives** has been awarded a substantial grant by the **Wellcome Trust**, through its [Research Resources in Medical History](#) scheme, to fund a two-year project to catalogue the archives of the Tavistock and Portman NHS Foundation Trust. The aim is to open up both the corporate archives and clinicians' records for researchers so that they may explore the internationally recognised innovative work in mental health and social care of the Trust and its predecessors. [*Strategic Aims 1&3*]
20. **LMA** has also been awarded a grant by the [National Manuscripts Conservation Trust](#) for conservation work on a number of pre-1660 Diocese of London Consistory Court Books currently unavailable for consultation owing to their fragile condition. These volumes are recognised as invaluable sources of

information for social, legal, economic and ecclesiastical historians and those for London are especially rich. Recruitment for project staff will take place in Q4 with a view to getting the projects underway in 2016-17. [*Strategic Aim 4*]



21. The Talbot House exhibition **An Oasis in a World Gone Crazy** attracted over 4000 visitors and received excellent feedback, which was reflected in increased shop sales and donations. The exhibition ran from 12 October to 8 January and was a partnership between Guildhall Library and Talbot House, Poperinge, Belgium, marking the 100th anniversary of the Everyman's Club and Tubby Clayton's connection with the City of London.
22. The exhibition scored exceptionally high in visitor satisfaction, averaging 73% for "Strongly Agree", in the statements about enjoyment and access. It also scored 78% for recommendation to others. Such scores are very high for the cultural heritage sector. Talbot House intends to display the same exhibition in Poperinge in autumn 2016 and Guildhall Library has been approached by the National Army Museum about future events based on an Everyman's Club. [*Strategic Aims 1&2*]



Strategic Aim Key

CHL1: To refocus our services with more community engagement and partnerships with others

CHL2: To transform the sense of the City as a destination

CHL3: Continue to use technology to improve customer service and increase efficiency

CHL 4: To develop the City's contribution to the life of London as a whole

Property Considerations

23. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling between £8.1802m and £13.1302m, 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

24. A specialist project manager (PM) is currently being procured to manage the phased conservation programme, starting with Phase 1 which consists of the invasive investigation to confirm the exact amount of the repair / conservation the coach needs, prioritizing the works / executing priority repair and firming up the current estimates. Following the PM fees tender, an issue report will be submitted to Projects Sub Committee in January seeking approval to an increased initial budget. Thereafter, the tender analysis and the PM appointment are expected to be completed in February 2016. A programme will be drawn up in conjunction with the consultant PM with some initial surveys and priority works, such as the hammercloth, expected early in 2016. However, the invasive investigation is likely to start after the Lord Mayor's Show 2016. The subsequent phases are subject to the findings during Phase 1. The estimated completion of the whole phased programme is 2019.

London Metropolitan Archives Roof Project

25. 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. Tender returns are expected to be received in March 2016 with work on site scheduled to start in March 2016 completing before calendar year end 2016, subject to 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

26. 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.
27. The development of Phase 2, Bridgemaster's House is progressing 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

28. The external screen and gallery lighting project of circa £108,000 remains in its 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 report, seeking approval to the landscaping in conjunction with Skanska is due in February 2016. So far, an 'Urban / Landscape Design Brief' has been produced by DBE, following the Working Party meetings which are also attended by the City Surveyor. While some initial landscaping is expected to take place in 2016 before the 350th anniversary of the Great Fire in September, the main work, including the screen, is currently anticipated to take place after anniversary events in the period September 2016 to February 2017.

Tower Bridge Gift Shop Refurbishment

29. The Gateway detailed options appraisal report for the project was approved at the Project Sub Committee meeting on 8 October 2015. The design work for the project has been completed and Listed Building Consent was received on 6 October 2015. The work is programmed to follow completion of the current work to Bridgemaster's House which is expected in April 2016. The project is currently out to tender with a tender return date in February 2016.

Tower Bridge: Replacement of High Level Walkway Roof Coverings, Repair of Tower and Abutment Roofs and Elevations

30. AECOM have been appointed to develop proposals for replacement of the high level walkway roof coverings and carry out a survey of the tower and abutment roofs and elevations to establish the nature and extent of repair works required. It is anticipated that a Detailed Options Appraisal Report will be submitted to relevant committees in July 2016.

Strategic Implications

31. 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

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

Appendices

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

Background Papers:

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

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Progress against Key Objectives and Key Performance Indicators 2015-2016 – Quarter 3 (01/10/15 – 31/12/15)

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	Contract with Take One Media secured, selling CIC racks and screen space; the contract will earn £2k in 2015/16 and a guaranteed £12k in 2016/17. Overall, £67k savings realised for 2015/16 (63% of CIC SBR), with a further 9.5% secured for 2016/17.	New 3-year tender for FX service underway (current contract runs to June). Opportunity for “centre takeovers” launched for UK destinations to take over the CIC for a week of marketing / campaigns. Northern Futures secured at £6,500 this financial year, making total savings realised for 2015/16 £73.5k (70% of CIC SBR).	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	Discussion with the City Surveyor and the Chamberlain around the location of the budget to hire a consultant is	The delays have continued throughout this quarter. We have been assured by the City Surveyor that action will be taken to ensure this is	A
	31/03/16	Shoe Lane reconfigured.				

			Committee) 6/5/15. The City Surveyor is currently appointing an external consultant to plan and cost the projects.	ongoing but has delayed progress. We expect to have resolution on this within the next month	progressed in early January 2016	
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).	<p>Exploratory meetings and conversations with potential partners continue in order to understand options. All relevant trusts, commercial tourism operators and educational establishments who may have an interest have now been engaged.</p> <p>Consultant's report scheduled for Q4 with report to CHL committee anticipated in May 2016.</p>	G

Ref:	Description					Status
Objective CHL2: To transform the sense of the City as a destination.						R/A/G
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 Sept) bringing annual total to 5 (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. Major events target achieved.	2 markets held in Q3 with an additional evening and lunch market delivered by Red Cross as part of their Christmas activities in Guildhall itself. As anticipated, numbers for the markets has decreased with the colder weather but are still attracting around 1,000. A second Son et Lumiere negotiated for the Yard (for Shakespeare 400 – to take place in Q4).	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	Cultural Strategy drafted and with the Town Clerk for approval ahead of its submission to CHL	G

				place in Q3.	(anticipated in March)	
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket sales/retail via this method.	31/12/15 31/03/16	Achieve 3% of retail/ticket sales online Achieve 5% of retail/ticket sales online	Project progressing to schedule with the new system to 'go live' by last week of September 2015.	Online ticketing element is performing well and on track to meet the December target.	The online retail system soft launched end of November with a full promotional programme due to commence mid-February. Performance currently exceeding target.	G

Ref:	Description	Status
		R/A/G
Objective CHL3: Continue to use technology to improve customer service and increase efficiency.		

Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Status
7) Deliver year 1 of LMA 5-year digitisation plan	31/12/15 31/03/16	Funding bid to Heritage Lottery Fund fully scoped. 600,000 images made available publicly through major commercial and other partnerships.	184,132 digital images created. Work continues with Ancestry to complete the contract novation and sign off the content addendum. Research and development work for the HLF bid is underway.	Work on contract novation with Ancestry completed - phase two of this programme will begin shortly. Progress with scoping bids to HLF and Wellcome continues. 19,014 digital images were created.	Work on Phase Two of Ancestry programme has started. Progress continues with discussions with HLF and the Wellcome and plans are being mapped for the 2016-17 work plan. 42,168 digital images were created. Ancestry scanning totals will be combined into the Q4 report.	G
8) Select and implement new Library Management System	31/03/15 30/06/15	Tender stage reached.	Tender documents received from 4 suppliers. All bids	The project has advanced to configuration /	The new LMS was launched on 22 January 2016. The project is now	G

	31/12/15	System/Supplier selected. System implemented.	were scored by the panel comprising library staff, IS staff and an external consultant. 2 shortlisted suppliers were interviewed and the contract was awarded to Sirsi Dynix. The new contract is more efficient and economical than the current one and savings will be used to improve the public IT infrastructure (see 9 below).	implementation stage. There has been good progress on stage 1 training (training from supplier to staff), data mapping and system build. Go-live date is on track for the end of January 2016.	complete.	
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 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.	Work is progressing with the GHL/CBL BT survey now completed and all lines connected up. Printing, ICAM and kiosks are being configured to work with the new hosted solution. The lending libraries are expected to be the first to trial run the new system in February 2016.	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).	For Q3 (Jul to Sep 2015), the VAM records a 0% increase year on year, with Q1 to Q3 year to date figures recording -1% on 2014. Specifically, Jul shows growth of 3%, Aug a decrease of -3% and Sept an increase of 1%. (Total visits to date: 5,023,000) It should be noted that Q3 figures are marginally the highest since the Monitor started in 2010.	G
Note for KPI 10:	<i>This indicator is recorded in calendar quarters not financial quarters.</i>					
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	26/06/15 21/09/15	Establish partnerships, working groups and appropriate links in support of the Great Fire 350 Deliver City programme of visitor	Steering Group and Project Board established for Great Fire 350. All MC800 events are programmed including free guided walks from	Steering Group and Project Board for Great Fire 350 continue to meet. In Q2, MC800 events reached their conclusion with record numbers of	In Q3, a partnership between Shakespeare's Globe and the City was brokered resulting in a shared-cost self-guided walk being produced highlighting places where Shakespeare lived (City) and worked (Bankside).	G

	04/01/16	events for Magna Carta 800	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%)	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.	The walk is the most popular of the walks series.	
	31/03/16	Establish collective programme and deliver campaign in support of the City's response to Shakespeare 400			A major "Shakespeare Woz Ere" campaign has also been developed sharing costs with the Globe and Barbican; the City is signed up to the London Shakespeare 400 consortium (through which it is promoting its events); and a new Shakespeare Son et Lumiere in the Yard has been agreed for Q4.	
	31/03/16	Establish supporting programme with Guildhall visitor assets for Battle of the Somme exhibition in Yard	All other planned events in Guildhall Yard are programmed for Q2	In addition, 1,206 enjoyed free Magna Carta walks (June – Sept) and the MC800 Son et Lumiere attracted 1,100 to Guildhall Yard. The City's MC800 leaflet achieved an 86% pick up across London (benchmark for successful campaigns is 75%).	Sponsorship for Battle of the Somme in the Yard has been agreed and an accompanying exhibition in the City's Heritage Gallery is confirmed.	
		Assess and agree Artichoke and City draft programme for Great Fire 350 to meet with City funding objectives		Shakespeare 400 arrangements and partnerships continue to be under negotiation (with Globe and others).	LMA is working with the MoL as they prepare a major exhibition and new website for the Great Fire commemorations.	

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 set up, meetings begin in Sept. Report due February 2016.	Project Board, including two external advisors, has met and decided scope and reporting schedule. Report due March 2016.	Project Board reviewing options on the basis of detailed calculations of space requirements to allow for detailed financial comparisons and recommendations to be made.	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%	100%		Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	100%	60%	100%		Green
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	92.4%	93.2%	94.1%		Green
SRS F	% of calls answered by voicemail	<10%	2.5%	4.3%	4.8%		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 October - 31st December 2015
(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 31st December 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 3 £'000	Actuals Quarter 3 £'000	Variance Quarter 3 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Culture, Heritage and Libraries (City Fund)								
Guildhall Library, Bibliographical Services & CBL	1,583	396	398	2	1,583	1,583	0	1
Barbican and Community Libraries	1,681	420	409	(11)	1,681	1,681	0	
Artizan Street Community Centre and Library	227	57	26	(31)	227	227	0	
Central Management of Culture Heritage and Libraries	673	168	169	1	673	673	0	
Guildhall Art Gallery	364	91	124	33	364	370	6	
London Metropolitan Archives	2,063	516	564	48	2,063	2,063	0	
City Records Services	1,059	265	274	9	1,059	1,059	0	
Visitor Services and City Information Centre	624	156	154	(2)	624	624	0	
	8,274	2,069	2,118	49	8,274	8,280	6	
Culture, Heritage and Libraries (City's Cash)								
Keats House	189	47	34	(13)	189	189	0	3
The Great Fire (Artichoke)	300	75	75	0	300	300	0	
Monument (City Cash)	(194)	(48)	(10)	38	(194)	(194)	0	
	295	74	99	25	295	295	0	
Culture, Heritage and Libraries (Bridge House Estates)								
Tower Bridge Tourism	(871)	(218)	(342)	(124)	(871)	(1,521)	(650)	4
	(871)	(218)	(342)	(124)	(871)	(1,521)	(650)	
Total Culture, Heritage and Libraries Committee	7,698	1,925	1,875	(50)	7,698	7,054	(644)	
Total Planning and Transportation Committee	1,410	353	363	10	1,410	1,410	0	
Total Culture, Heritage and Libraries Committee - City Surveyors	98	48	57	9	98	95	(3)	
TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK	9,206	2,326	2,295	(31)	9,206	8,559	(647)	

Notes:

- The Quarterly underspend at Artizan St Library is due to utilities refunds of £11K received during quarter 3 and higher than anticipated income received at the Library and Community Centre, principally through room hire.
- The main reasons for the overspend at London Metropolitan Archives in the quarter is due to a timing delay over storage income and higher than anticipated expenditure on software & hardware costs and non-computer equipment.
- The deficit in the Quarter at the Monument is due to the seasonal nature of the tourism industry along with lower visitor numbers in the wake of the Paris attack in November.
- The main reason for the surplus is due to the adjusted income targets being exceeded at Tower Bridge by 10% (£128K) for the third quarter of the year.
The Tower Bridge Tourism forecasted surplus for the year is due to overall income targets expected to be exceeded by 13% (£650K).

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2015/16 £'000	3 months to 31st December 2015			Forecast for the Year 2015/16			Note
		Budget Quarter 3 £'000	Actuals Quarter 3 £'000	Variance Quarter 3 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Planning and Transportation (Bridge House Estates)								
Tower Bridge Operational	1,410	353	363	10	1,410	1,410	0	
Total Planning and Transportaion Committee	1,410	353	363	10	1,410	1,410	0	
TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK	1,410	353	363	10	1,410	1,410	0	

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st October - 31st December 2015 Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved	3 months to 31st December 2015			Forecast for the Year 2015/16			Note
	Budget 2015/16 £'000	Budget Quarter 3 £'000	Actuals Quarter 3 £'000	Variance Quarter 3 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
City Surveyor (City Fund)								
Lower Thames Street - Roman Bath	8	2	3	1	8	8	0	
	8	2	3	1	8	8	0	
City Surveyor (City's Cash)								
Mayoralty and Shrievalty	90	46	54	8	90	87	(3)	
	90	46	54	8	90	87	(3)	
TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK	98	48	57	9	98	95	(3)	

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Notes:

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Capital Projects - Quarter 3, 2015-16 update

Planning Ahead - The following Culture Heritage & Libraries projects may require between £8.1802m and £13.1302m of capital expenditure in the next 5 years.

Brief description of potential project	Estimated cost	Expended to 31 December 2015	Indicative source of funding	Indicative timetable for project
Tower Bridge High Level Walkway Roof Coverings	£300k - 500k	£0	Bridge House Estates	Detailed Options Appraisal Report will be submitted to relevant committees in July 2016.
Tower Bridge Engine Rooms, Reception & Gift Shop	£320k	£3	Bridge House Estates	Works now expected to be undertaken in 2016/17 following completion of the Bridgemaster's House Project
Lord Mayor's Show Historic Carriages Refurbishment(Phase 1)	£267,200	£0	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	Planned to complete in February 2017
Shoe Lane Library Transformation	Up to £250k	£0	City Fund	Planned for completion during 2016
Barbican Library Transformation	£250k – £5m	£0	City Fund	Planned for completion during 2016
Libraries and LMA IT and Infrastructure	£100k	£100k	City Fund	Implementation to be completed by March 2016
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

Committee:	Date:
Culture, Heritage and Libraries Committee	7 March 2016
Subject:	Public
Departmental Risk Report – Q1/Q2/Q3	
Report of:	For Information
Director of Culture, Heritage and Libraries	
Report author:	
Margaret Jackson - Policy & Performance Manager	

Summary

- This report has been produced to provide Culture Heritage & Libraries (CHL) 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 and a new risk identified in Q3 at Keats House.
- The summary risk information is set out in Appendix 1.
- Top X H&S risks will be reported to CHL Committee from April 2016 onwards.

Recommendation

- 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 going forward. 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 which are recorded on the corporate Covalent risk management information system (RMIS). This report also outlines the processes adopted for the on-going review of each risk and mitigating actions. A summary of all the risks is attached at Appendix 1.

Risk Management Process

3. The Culture Heritage & Libraries' risks are managed through a hierarchy of three levels these are service risks, departmental risks and corporate risks. As part of the business planning process service level risks are considered, reviewed, recorded and significant risks escalated 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 in the process of transferring these to Covalent on a phased basis by 31 March 2016.
5. The Town Clerk's department has requested that all H&S Top X risks for all sites are transferred and recorded on the corporate Covalent system with CHL being given an end date of 31 March 2016 for this process. This process will ensure we are compliant with the H&S at Work Act and other statutory requirements, as well as enable efficient and effective management of those risks.
6. 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 reviewed by the Departmental Risk Manager and presented for review and approval to the Head of Service and/or Senior Management Team as appropriate. Risks with high scores are automatically escalated to the next management level (Senior Management Team) in accordance with the Corporate Risk Management Framework.
7. The detailed risk register is included in the business plan presented each year to the Culture Heritage & Libraries Committee.
8. 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

9. 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
 - iv. Through liaison with City Surveyor's Department Property Facility Managers.
10. 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

11. No risks have been removed from the departmental risk register since the implementation of this year's business plan.
12. The following risk was added to the risk register in Quarter 1:

CHL CVD 001 – City Information Centre temperature control (Green 4)

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.

City Surveyor's have coordinated work required to be undertaken by the various contractors involved in the management of the heating and cooling system. Works have now been undertaken and their success is being monitored moving the risk rating from Amber to Green.

13. The following risk was added to the risk register in Quarter 3:

CHL KH 001 – Detrimental effects of temperature/humidity fluctuations on the historic building and museum collection at Keats House (Amber 12)

The boilers providing heating at Keats House failed and the temporary solution to heat the space with the use of electric oil filled radiators has been identified as being potentially detrimental to both the fabric of the historic building and the collection contained within it, due to temperature and related humidity fluctuations. This may also adversely affect our SBR targets.

14. City Surveyor's are working on mitigating the effects with temporary heaters whilst a feasibility study is prepared to set out replacement/repair options. This may include the need to obtain Listed Building consent for alterations to the flue outlets. This risk may be escalated to a RED risk if the temporary measures implemented by City Surveyor's prove not to be effective over the next quarter.
15. **CHL GL 001 - Ongoing water leak problems in the Whittington Room (Amber 12)** 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 were completed in October 2015 and have been monitored for effectiveness. To date the works appear to have been

successful with no further leakage being identified during the monitoring period. This risk will be removed in Q4 from the risk register unless further leaks are detected.

16. **CHL PP 001** - The initial teething problems with the **public library WiFi system (Amber 8)** 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 and systems at Tower Bridge. Staff have experienced partial/total IT failure since the last report and this risk will remain at AMBER for the present time.
17. **CHL TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument** remains at AMBER (**Amber 12**). Measures continue to be taken in liaison with both the City and Metropolitan Police providing advice and training for staff.
18. **CHL GAG 001 – Partial insurance of collections held within the Art Gallery (Amber 8)** - All actions relating to this risk have been taken and an external audit shows we are in line with national guidance and best practice. This risk will be downgraded to GREEN in Q4.

Summary of Key Risks

19. The Culture Heritage & Libraries Departmental Risk Register includes five AMBER risks and one GREEN risk 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.	GREEN
CHL KH 001	Detrimental effects of temperature/humidity fluctuations on the historic building and museum collection at Keats House and may affect our SBR targets.	AMBER

Top X H&S Risks

20. The department have undertaken to add Top X Health and Safety risks onto Covalent by 31 March 2016. These will be reported to CHL Committee from April 2016 onwards.

Conclusion

21. 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

22. 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

Contacts:

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CHL Detailed risk register

Report Author: Margaret Jackson

Generated on: 19 February 2016

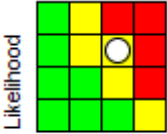
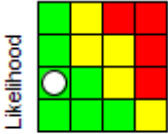


Rows are sorted by Risk Score

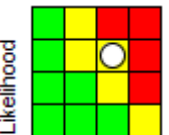


Code & Title: CHL CVD Cultural & Visitor Development 1 CHL GAG Guildhall Art Gallery 1 CHL GL Guildhall Library & City Business Library 1 CHL KH Keats House 1 CHL PP Policy and Performance 1 CHL TBM Tower Bridge & Monument 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CHL GL 001 Risk of flooding in lower ground levels high value storage areas at Guildhall Libraries. 13-Mar-2015 Alan Day	<p>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>	<p>Likelihood</p> <p>Impact</p>	<p>12</p> <p>17 Feb 2016</p>	<p>October 2015 pavement works carried out and appear to be successful. A monitoring period is in force until 1 March 2016.</p> <p>6</p>	<p>Likelihood</p> <p>Impact</p>	<p>31-Mar-2016</p> <p>No change</p>

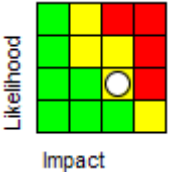
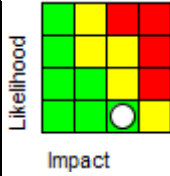
Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL GHl 001a Monitoring period.	Monitor water trough after pavement works for signs of leakage.				29-Feb-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL KH 001 <Detrimental effects of temperature/humidity fluctuations on the historic building and museum collection at Keats House on SBR targets. > 11 Feb-2016 Paddy Carroll; Arnell Farrell	Damage may be caused by the failure of both boilers at Keats House leading to fluctuations of temperature and humidity affecting the fabric of the historic building and museum collections therein. This may affect the achievement of our SBR targets.	 Likelihood Impact	12	Current boiler failure is being investigated by City Surveyor's with a feasibility study initiated for boiler/flue repair/replacement options. Listed building consent may also have to be obtained for building alterations. 11 Feb 2016	 Likelihood Impact	2	30-Sep-2016	

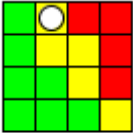
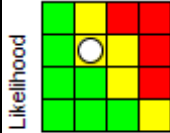
Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL KH001a	Commission a feasibility study for boiler options.	City Surveyor's to commission a feasibility study for boiler options by 31/03/16.			31-Mar-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL TBM 001 The effect of terrorism on the tourism business at Tower Bridge & Monument 09-Mar-2015 Jamie Bottono; Margaret Jackson	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.	 Likelihood Impact	12	Reduced to Amber commensurate with new corporate guidance on risk criteria. 28 May 2015	 Likelihood Impact	12	31-Mar-2016	 No change

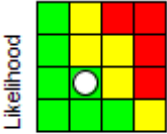
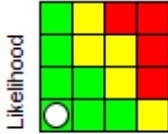

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL TB 001a Regular Liaison meetings with CoLP Counter Terrorism Section.	Hold regular Liaison meetings with CoLP Counter Terrorism Section and implement any actions identified.				30-Jun-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL GAG 001 Partial insurance of collections held within the Department's premises 09-Mar-2015 Margaret Jackson; Jeremy Johnson	Our historic and cultural collections held on CHL premises is 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	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. 13 Mar 2015		4	31-Mar-2016	↔ No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL GAG 001 Insurance reviewed annually.	Update insurance requirements annually to ensure relevant items are covered in the policy.				16-Sep-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL PP 001 Loss of IT at multiple public facing sites in the department 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.	 Likelihood	8	Liaison continues with IT section of Chamberlain's to reduce impact on public services. 19 Feb 2016	 Likelihood	6	09-Dec-2015	

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL PP 001a Incident escalation.	Escalate with IS Service Desk as soon as an incident occurs.				01-Nov-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL CVD 001 City Information Centre Temperature control 05-Oct-2015 Faith Bowman; Margaret Jackson	Air conditioning/heating system malfunctioning causing discomfort at best, illness at worst to both staff and international visitors.	 Likelihood	4	City Surveyor's arranged for all 3 contractors involved to attend site together. This resulted in the system being repaired. Currently working. 19 Feb 2016	 Likelihood	1	31-Mar-2016	 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL CVD 001a City Information Centre air con/heating repair	City Surveyor's to arrange repairs through FM contractor a.s.a.p.	All relevant contractors met on site and system currently in operation.	Inma Ferrer	19-Feb-2016	31-Mar-2016

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Committee(s):	Date(s):
Culture, Heritage and Libraries	7 March 2016
Subject: Shakespeare 400: working in partnership	Public
Report of: Director of Culture, Heritage and Libraries Report of: Nick Bodger - Head of Cultural and Visitor Development	For Information
Summary	
<p>This year marks the 400th anniversary of the death of William Shakespeare and a wide programme of activities celebrating the life and work of the Bard will be taking place across the country. Working with national and regional strategic partners, your Culture, Heritage and Libraries Department (CHL) has been busy securing exposure for the City's own programme of Shakespeare-related activity in UK and London-led tourism and cultural campaigns.</p> <p>At the same time, using the unique selling proposition (USP) that Shakespeare lived and worked in and near to the City, your CHL has developed a local City/Bankside campaign, securing funding partnerships with Shakespeare's Globe and the Barbican to produce collateral under the banner <i>Shakespeare Woz Ere</i>. The campaign sees 70k brochures highlighting the work of 20 City and Bankside cultural providers, a dedicated web presence on the City of London's website and digital support from London & Partners and others that delivers an audience reach in its millions.</p> <p>A second partnership between Guildhall Library and the Guildhall School of Music & Drama delivers a focal "moment" for the City's Shakespeare programme with a themed Son et Lumiere in Guildhall Yard on the 4 and 5 March 2016. Building on the considerable success of their Magna Carta 800 collaboration, this new show and the associated programme of activities in Guildhall Art Gallery which take place at the same time, form a valued part of the Barbican's Weekender programme <i>Play On</i>, with partners co-promoting each other's events to achieve greater impact.</p>	
Recommendation(s)	
<p>It is recommended that:</p> <ul style="list-style-type: none"> • Members receive and note the contents of this report 	

Main Report

Background

1. This year marks the 400th anniversary of the death of William Shakespeare with destinations and cultural providers from all parts of the UK, seizing the opportunity to celebrate their links with the Bard, and explore his work, life and times.
2. The collective and significant programme of activities that this delivers is being promoted by the agencies responsible for engaging domestic and overseas visitors with UK national and local tourism products; they include Visit Britain, VisitEngland, London & Partners and regional destination marketing organisations.
3. In recent months, using its membership and partner agreements as appropriate, your Culture, Heritage and Libraries Department (CHL) has been working to ensure that City content for Shakespeare is included in the media and marketing campaigns undertaken by these agencies. This includes a new Shakespeare Son et Lumiere in Guildhall Yard being featured in the national *English Tourism Week* campaign (run by VisitEngland) and a two-page feature on City activities in *London Planner* (Visit Britain's and London & Partners' official visitor guide to the capital).
4. London's overall contribution to the Shakespeare anniversary is being co-ordinated by King's College London and a consortium of cultural partners has been formed. Led by King's, the consortium includes the Royal Opera House, National Theatre and British Library, as well as many of the City's major cultural providers (such as the Barbican, Museum of London and the London Symphony Orchestra). All partners have been given free use of a specially-developed Shakespeare 400 brand and can upload their events to a website for all London Shakespeare activity at www.shakespeare400.org.
5. To enable all of the City's cultural providers profile through the King's College campaigns, your CHL has joined the consortium as a destination partner and is co-ordinating the upload of City projects to the website, with a focus on smaller City organisations such as the Bank of England Museum and Dr Johnson's House who are not partners in their own right.

Current Position

6. In the CHL Business Plan 2015/18, a number of major anniversaries with which the City has significant links are identified (including Shakespeare), with an action for CHL to support and develop appropriate programmes of activity. In response to this, your Cultural and Visitor Development team consulted widely with City stakeholders to solicit ideas.
7. Overwhelmingly, a local campaign that focusses on the unique selling proposition (USP) that Shakespeare lived here ("Shakespeare Woz Ere") was chosen, so differentiating the City from other parts of London and the UK.

8. Taking the USP and expanding it to include the place where Shakespeare worked (Bankside), the Team partnered with Shakespeare's Globe in November last year to deliver a shared-cost, self-guided walk exploring the London the Bard would have known. The pick-up rate for the leaflet has surpassed all others (4,000 in just six weeks) making it the most popular of our self-guided walks yet.
9. In addition, a three-way funding partnership between your CHL, Shakespeare's Globe and the Barbican has been brokered. Under the banner *Shakespeare Woz Ere*, a brochure highlighting all activities in the City and in nearby Bankside is in development, along with a complementary web presence on the City of London's website. The shared cost campaign will see 70k brochures distributed across London, through door-drops on City Corporation estates and through the venues of featured partners. The campaign begins on 11 January 2016.
10. In support of the campaign, a significant presence across London & Partners' digital platforms has also been secured, with a dedicated eshot to 220k London & Partners' subscribers and a home-page and run-of-site takeover of www.visitlondon.com (27m visitors per annum).
11. Additional activity is currently being negotiated with featured partners, extending the campaign's reach through their channels and delivering significant impact for the City's Shakespeare commemorations.
12. In a bid to boost content for campaign, to complement the growing programme of public events in Guildhall Yard, and to deliver a focal "moment" for the City's Shakespeare activities, a second event collaboration between the Guildhall Library and Guildhall School of Music & Drama has been agreed.
13. Building on the significant success of the Magna Carta 800 Son et Lumiere in September 2015, a new Shakespeare 400 Son et Lumiere will take place in the Yard on Friday 4 and Saturday 5 March 2016, with 20-minute shows running on a loop from 18:45 until 21:00. The show will use imagery from the Library's collections and be choreographed to period music played by Guildhall students.
14. A Shakespeare-themed cocktail bar will be sited in Guildhall Art Gallery on both nights giving a refreshment stop for those watching the Son et Lumiere while also providing access to a new exhibit that marks both Shakespeare's and the Great Fire of London's 2016 anniversaries.
15. Running 20 February to 20 November 2016, *Visscher Redrawn* sees Claes Jansz Visscher's 1616 engraving of London hung alongside artist Robin Reynolds version of the modern-day City. Noting that Shakespeare died in the year that Visscher's print was published, Reynolds has included references to his 37 plays, three major poetic works, and the sonnets, inviting visitors to see how many they can spot.
16. The City of London Heritage Gallery will be displaying the Shakespeare Deed and First Folio at the same time (exhibition runs 9 January to 31 March 2016) adding more interest for Shakespeare buffs at the Son et Lumiere, and free access to the new Martin Parr exhibition at the gallery (running 4 March to 31 July 2016) will be granted on both nights.

17. The Guildhall Galleries collective programme during this weekend will be promoted as part of English Tourism Week (5-13 March 2016) and the Barbican Weekender *Play On*, the latter of these building on an increasing portfolio of partnership working which, as well as cross-promotion like the Yard/Weekender initiative, also sees the Barbican and Guildhall Art Gallery join forces to co-promote their respective Martin Parr exhibitions in spring and summer of this year.

Corporate & Strategic Implications

18. The campaigns and activity outlined in this report support a number of our strategic objectives. These include:
 - a. alignment with the City Corporation's Corporate Plan KPP5 "increasing the impact of the City's cultural and heritage offer on the life of London and the nation";
 - b. alignment with the objectives originally laid out in *The City Together Strategy 2008 /14* under the two key themes: to support our communities and to deliver a City that is "vibrant and culturally rich";
 - c. alignment with the City's Visitor Strategy 2013/17 (action A1.3, 1.5 and 1.11) and with the City's Cultural Strategy 2012/17 *Animating the Heritage* theme; and
 - d. alignment with major corporate projects including our Supporting London agenda, the Cultural Hub proposition and the animation of Guildhall Yard.

Implications

19. Funding for all initiatives outlined in this report is included within existing budget allocations with partner contributions (financial and in-kind) extending the reach and impact of planned campaigns and activities.

Conclusion

20. The City and Bankside's connections with Shakespeare are unique in London. They provide a reason to celebrate and an opportunity to partner, but most particularly, they set us apart – this is the only area of London where an authentic heritage offer can be combined with a great cultural experience to deliver the complete Shakespearean package.
21. That package is no better articulated than through the City's collections and archives, curated by the library of London's history (Guildhall Library) and animated by one of the world's leading drama and music conservatoires, the Guildhall School, as part of a weekend programme promoted by one of London and the UK's most prestigious cultural venues and programmers (the Barbican).
22. Your CHL has worked to harness the City's Shakespeare credentials and deliver a compelling programme and campaign which builds on the City's unique strengths through partnership with historic Bankside and Shakespeare's Globe, delivering an offer greater than the sum of its parts, driving audiences and extending reach for all our stakeholders.

Committee(s):	Date(s):
Culture, Heritage and Libraries Committee	7 March 2016
Subject:	Public
London Metropolitan Archives – digitisation update	
Report of:	
Director of Culture, Heritage and Libraries	
Report author:	For Information
Geoff Pick – Director, London Metropolitan Archives	
Summary	
<p>This report provides an update on the project, entitled London’s Memory, Digitally (LMD), to develop digitisation at London Metropolitan Archives. It stems from the report and policy approach agreed by this Committee at its meeting on 27 January 2014 and a subsequent update in January 2015.</p>	
Recommendation(s)	
<p>It is recommended that Members note the report and in particular the next steps in the programme, notably:</p> <ul style="list-style-type: none"> • The continuing project with Ancestry and the contract review for LMA’s commercial digitisation programme • The planned approaches to the Heritage Lottery Fund and the Wellcome Trust • The launch of the upgraded Collage website for graphic collections (images, maps and film) 	

Main Report

Background

1. In January 2014 a report was brought to your Committee outlining a vision for future large-scale digitisation of the collections at London Metropolitan Archives, to open them up to the world. The report noted that *“over the past decade a transformation has taken place within society driven by the increasing importance of the digital world in every aspect of our lives. Notably, information, communication, knowledge and content of every kind that used to be transmitted in writing and in print is moving, or has moved, to digital platforms”* and services of all kinds are being remodelled as a result. As part of this move, documentary heritage (including archives, photographs, maps, pictures, and films) is steadily being digitised by many institutions to make their content much more widely accessible online and the City of London, through its stewardship of London Metropolitan Archives (LMA), has already made good initial progress in this area through a number of separate projects.

2. This work has been drawn together to develop a strategic policy initiative under the title London's Memory, Digitally (LMD). This aims at a transformative-scale digitisation programme to make LMA's holdings, one of the country's outstanding archival collections and one of national and international significance, much more accessible to the world at large. It will also transform in the long term how all of LMA's services are delivered and is one of the key drivers in the separate project currently at the Gateway 1-2 stage on the review of future accommodation for LMA. Those projects is particularly looking at how other major institutions in the UK and abroad are developing their services in the digital context and how this change will affect their physical 'estate'.

Current Position

3. London's Memory, Digitally has a number of strands including particularly
 - Contracts with commercial partners
 - Significant bids to external funders such as the Heritage Lottery Fund and the Wellcome Trust
 - Partnership programmes, for example with academic and community partners
 - Development of the Collage website for access to LMA's graphic collections
4. On commercial partnerships there are two aspects: an addendum to the current contract with Ancestry which will lead to the public release of at least half a million more digitised images; and the setting up of the next contract for the commercial digitisation programme, with Ancestry or another provider (the current contract is due for revision in 2017). On the latter, market testing processes are now taking place, led by the Chamberlain's department together with senior LMA and Comptroller's staff and the first round of results are being evaluated.
5. On the addendum to the current contract, Ancestry staff have been on site at LMA since November and are digitising a number of collections, broadly with an end date of 1924 to comply with data protection requirements. The records that will be digitised include:
 - applications for admission to membership of the Stock Exchange
 - School admission, discharge and creed registers
 - City of London and Tower Hamlets Cemeteries registers
 - Game Keepers Licences (from the Middlesex Sessions)
 - Trade directories
 - Additional Church of England and Non-conformist registers for baptisms, marriages and burials
 - Additional Boards of Guardians registers
 - Additional City of London Freedom records
6. As reported in January 2015, a strategic analysis of all of LMA's holdings (some 6,200 collections comprising an estimated 300 million individual plans, letters, pages, photographs etc) has been undertaken and the detailed construction of priority digitisation packages begun. This work has focused on the material that would have the most impact and which could be digitised early in the programme (taking a number of factors into account such as format, condition and ownership). The prioritisation has also followed the similar criteria used by other large institutions such The National Archives in the UK and the Smithsonian in the USA. The package that has been assessed as meeting the highest criteria for initial external funding bids is **The London**

Child, further details of which are provided in Appendix 1. This will be used in formal approaches to both the Heritage Lottery Fund and the Wellcome Trust. In line with City procedures, both approaches are subject to a Gateway 1/2 report, currently in hand.

7. In the partnership programme, the following projects are being undertaken or have been completed during the past year:

- **Wellcome Trust.** LMA worked in partnership with the Wellcome Library which funded the digitisation by LMA of 78,000 pages of the archives of St Luke's Hospital as part of an ambitious project to make 800,000 pages of mental health archives available online via the Wellcome Library's website. Saint Luke's Hospital for Lunatics was founded in 1750 by City of London philanthropists with the intention of curing 'lunacy' and making treatment accessible to poorer people.
- **British Women's International Zionist Organisation (WIZOuk)** WIZOuk has commissioned the digitisation of part of its collection by LMA and 13,000 pages have been completed so far.
- **Digital Panopticon.** LMA has digitised 8,100 images from archives of the Middlesex Sessions for the project funded by the Arts and Humanities Research Council, 'The Digital Panopticon: The Global Impact of London Punishments, 1780-1925', which investigates the penal outcomes and life histories of those convicted at the Old Bailey and sentenced to either imprisonment or transportation. The project is managed by a consortium of academics based in England with the University of Sheffield as the lead.
- **Training Ship Exmouth.** LMA has digitised 13,000 images of archives of the Training Ship Exmouth for an academic partnership based at the University of Sussex.
- **Guinness Trust** LMA completed the digitisation of over 2,000 images from the Guinness Trust brewery collection for the Trust.

8. On Collage, the final testing for the new website is taking place at the moment and it should be publicly available at the end of February subject to final technical arrangements. The website had been originally constructed in the 1990s and the improvements that have now been put in place will significantly improve its functionality and ease of use. New galleries have been created to help visitors explore LMA's collections, leading them to anniversaries such as The Great Fire and themes including the First World War. New functionality includes zooming tools that present the images in far greater detail than was previously possible. The new 'London Picture Map' will allow users to see a selection of our images on a Google map, uniquely providing a geographically based visual record of a lost London for many buildings which no longer exist. Some 30,000 images have been re-captured and edited to improve significantly user access. In addition, 50,000 new images have been digitised and added from the following collections:

- Metropolitan Print Collection (18th and 19th century prints)
- Historical Portraits Collection (18th and 19th century prints)
- 1920's photographs of London
- The Christopher Schwarz Collection (photographs, 1970's-1980's)
- Topographical clips from films (for the first time on Collage)

9. Research has also been undertaken on the framework for making documentary material available in parallel to the work that has been done on Collage and LMA's graphic collections. The long term ambition will be to link digitised images to the relevant entry in the archival catalogue and initial discussions have begun with the software provider to take this forward. Given the size and complexity of what is involved other, complementary, approaches are also being pursued, included an archival web viewer. A prototype has been created and is now being tested. It is based on a freely available model built initially by the Wellcome Trust and further developed by the British Library and a technical partner. It is already being used by large organisations such as the Bodleian Library and is likely to become the industry standard, with significant interoperability elements.
10. One of the most significant parts of any digitisation programme is the creation of what is often described collectively as metadata. Metadata exists to describe and give context to individual documents, photographs, plans etc and can cover things such as catalogues, indexes, descriptive and explanatory materials. One key aspect, and the subject of much contemporary research and experiment, is text recognition and in particular handwritten text recognition. LMA staff are currently engaging with colleagues in the UK and abroad to ensure that the City is fully part of the picture on the emerging technologies.

Conclusion

11. Work is moving forward in key areas and the most significant ambition of the next few months will be to engage in detailed discussions with external funding bodies, particularly the Heritage Lottery Fund

Appendices

- Appendix 1: outline of the content of the proposed bids to the Heritage Lottery Fund and the Wellcome Trust

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Appendix One: outline of the content of the proposed bids to the Heritage Lottery Fund and the Wellcome Trust

London Metropolitan Archives (LMA) will focus on one major theme as the subject of the proposed funding applications for digitisation to the Heritage Lottery Fund (HLF) and the Wellcome Trust – ***The London Child*** from 1276 to the present day.

The earliest reference to a named child in LMA archives (found to date) is in Letter Book A in the City of London archive: John, William and Matilda Godard had been orphaned and arrangements for their care were made by the Court of Aldermen in January 1276. This reference is the starting point for an extraordinary journey from medieval London to the world City of the twenty first century tracing the role and part children and young people have played in everyday life of the capital.

The archives illustrate the changing role of children and young people in London life. In the medieval period childhood was a comparatively fleeting experience and children quickly became adults, either going into work or marriage at what would seem now a very early age. References to children in the archives are frequently linked to the management of property (in the case of orphans) or employment (apprenticeships). Close attention and careful scrutiny of archives can give us glimpses of what it was like to be a child in the medieval and early modern period – whether it is the boy playing on London Bridge in 1301 (who fell in the Thames); the boy king who paraded through the City before going to live in the Tower of London in 1483; the girl orphans whose estates were audited by the City London elders and whose marriages to unscrupulous guardians were forbidden; or the choirs of children who sang at the City's magnificent pageants and celebrations. In the later modern period more archives survive and by the late nineteenth and twentieth centuries children and young people moved to be more central to the life of the metropolis. The seismic changes to society brought about by the provision of compulsory education for all coupled with the improvements to housing, welfare and health provision have given us untapped riches in our archives about the lives of young Londoners.

However there are parallels between the modern and medieval child – for example in 1345 the Sheriffs were ordered to see that all men aged 16 and over joined the army going to fight in France and in the twentieth century we have similar records of young men under 18 leaving London to go and fight in France too. The more troubling contexts of abuse and exploitation are sobering constants alongside happier ones around play and leisure; the love and care of adults; and the support and help for destitute and sick children. Digitising archive collections for ***The London Child*** will enable new audiences, both children and adults, to explore and research these stories; to learn and to go on to interpret and retell them in the twenty-first century.

Archive collections from across LMA's holdings will be drawn upon to be digitised and will include those of the City of London Corporation; the City of London Court of Orphans; over 150 hospitals including the Foundling Hospital; metropolitan local government organisations such as the London and Middlesex County Councils, the Metropolitan Asylums Board, the Middlesex Sessions, the School Board for London and the Inner London Education Authority; and the London Boards of Guardians.

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Committee(s):	Date(s):
Culture, Heritage & Libraries	7 March 2016
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Director of Culture, Heritage & Libraries	For Decision
Report Author: Marcus Smith - City Culture Executive, Culture, Heritage and Libraries	
Summary	
<p>This report presents the recommendations of the City Arts Initiative which met on 18 February 2016. The group considered the following proposals:</p> <ul style="list-style-type: none"> a) City of London – Icarus Statue b) Fred Scott – Barbican Pier c) Matthew Maran – Hampstead Heath <i>London's Countryside</i> d) Southbank Mosaic – Shakespeare's London 	
Recommendation(s)	
<p>It is recommended that:</p> <ul style="list-style-type: none"> • City of London be approved, with Guildhall playing temporary host to the Icarus Statue. • Fred Scott be rejected on the grounds of lack of artistic merit, concerns for local residents and lack of funding. • Matthew Maran be rejected because of concerns of unsatisfactory panel design, lack of funding and unsuitable location. • Southbank Mosaic be rejected because the request sought a blanket permission for artworks to be installed over a 10-15 year period, rather than proposing each individually over time. 	

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 18 February 2016 to consider four applications: the temporary rehoming of an Icarus Statue, a new Barbican Pier to remember civilian deaths of World War II, an outdoor exhibition focusing on London's wildlife and open spaces, and a long term plan to place Shakespeare-themed mosaics in the City and throughout London.
4. Full details of the all applications are available on request from the Director of Culture, Heritage & Libraries.

Proposals

City of London – Icarus Statue

5. In Greek mythology, Icarus is the son of the master craftsman Daedalus, the creator of the Labyrinth. Often depicted in art, Icarus and his father attempt to escape from Crete by means of wings constructed from feathers and wax.
6. This particular statue by Michael Ayrton (1973) normally resides in Old Change Court, however, the surrounding office buildings and open space are under re-development and the statue requires a temporary home.
7. The courtyard of the Guildhall North Wing has been identified as a suitable and secure space for approximately 3 years, starting from April/May 2016.
8. The project is funded by the developer of 2-6 Cannon Street, and will be cleaned annually as part of the City Wide public artwork cleaning contract, financed out of the City Surveyor's Local Risk.
9. The City Arts Initiative recommended this proposal for approval.

Fred Scott – Barbican Pier

10. Fred Scott is a City Resident on the Golden Lane Estate.
11. The proposed pier or bridge would be a processional route between London Wall and Barbican, as well as a memorial to the civilian dead from aerial bombardment of the Second World War.
12. No funding has been sought or found for the proposal, it is not part of a series and no maintenance plan has been devised.
13. All agreed this proposal has no strong foundation on which to move forward, and that it would be very complex and difficult to realise due to the multiple stakeholder groups that would need to be involved, and because it has no funding or support.

14. The City Arts Initiative recommended this proposal be rejected on grounds of lack of artistic merit, concerns for local residents and lack of funding.

Matthew Maran – Hampstead Heath *London's Countryside*

15. Award-winning photographer Matthew Maran is from London and has been published worldwide in books, conservation journals and magazines including BBC Wildlife and National Geographic.
16. Working on a collaborative project with the City of London he is showcasing the familiar and rarely seen animals and habitats of Hampstead Heath, to be published in a hard cover book in spring 2016.
17. As part of this project, he has proposed an outdoor temporary exhibition in Postman's Park during the Open Spaces weekend 18-19 June 2016, featuring 20 large format photographs with kestrels, fish and other scenes of nature.
18. The group agreed that the artistic merit is exemplary, however the display panels were considered basic and distasteful, and the location not suitable due to lack of space. The group also considered the proposal to be commercial advertising, precluding it from being hosted outdoors in the City.
19. The City Arts Initiative rejected this proposal on concerns of unsatisfactory panel design, lack of funding, advertising prohibition and unsuitable location.

Southbank Mosaic – Shakespeare's London

20. Southbank Mosaics have over 250 public art installations throughout London, and over a 10-15 year period they wish to place further murals of the Elizabethan and Jacobean world of Shakespeare throughout the streets of London, including the City.
21. The group agreed that installations should be considered on a one-by-one basis and that no blanket approval can be provided at this stage.
22. The City Arts Initiative rejected this proposal because it sought a blanket permission for artworks to be installed over a 10-15 year period, rather than proposing each individually over time. The group agreed that each mosaic can be considered separately in the future.

Corporate & Strategic Implications

6. 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

7. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 18 February 2016.

Background Papers:

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

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