



Culture, Heritage and Libraries Committee

Date: MONDAY, 23 MAY 2016
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Absalom	Deputy Jamie Ingham Clark
Deputy John Bennett	Deputy Alastair King
Mark Boleat	Vivienne Littlechild
Keith Bottomley	Paul Martinelli
Dennis Cotgrove	Jeremy Mayhew
Deputy Billy Dove	Sylvia Moys
Deputy Kevin Everett	Barbara Newman
Anne Fairweather	Graham Packham
Stuart Fraser	Ann Pembroke
Lucy Frew	Judith Pleasance
Alderman Sir Roger Gifford	Stephen Quilter
Alderman Alison Gowman	Deputy Richard Regan
Deputy the Revd Stephen Haines	Delis Regis
Graeme Harrower	Deputy Dr Giles Shilson
Tom Hoffman	Jeremy Simons
Ann Holmes	Deputy John Tomlinson (Ex-Officio Member)
Wendy Hyde	Mark Wheatley

*Chairmen of the Barbican Centre Board
and the Board of Governors of the
Guildhall School of Music and Drama
(ex-officio)*

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To note the Order of the Court of Common Council dated 21 April 2016.

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

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

For Decision
6. **MINUTES**
To approve the public minutes and non-public summary of the last meeting.

For Decision
(Pages 3 - 10)
7. **MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the public minutes and non-public summary of the last meeting.

For Information
(Pages 11 - 12)
8. **APPOINTMENT OF THE BENEFICES SUB COMMITTEE AND APPOINTMENTS TO THE KEATS HOUSE CONSULTATIVE COMMITTEE 2016/17**
Report of the Town Clerk.

For Decision
(Pages 13 - 16)
9. **COLLAGE**
A Presentation from the Principal Archivist, London Metropolitan Archives (LMA).

For Decision
10. **POLICE MUSEUM**
A Presentation from the Head of Guildhall and City Business Libraries.

For Information

11. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2016-19**
Report of the Director of Culture, Heritage and Libraries.
- For Decision**
(Pages 17 - 54)
12. **INCOME GENERATION: RESPONSE TO CROSS-CUTTING SERVICE BASED REVIEW (MUSEUMS AND GALLERIES)**
Report of the Director of Culture, Heritage and Libraries.
- For Information**
(Pages 55 - 62)
13. **PROPOSAL FOR A FULLY ACCESSIBLE EDUCATION CENTRE AT TOWER BRIDGE**
Report of the Director of Culture, Heritage and Libraries.
- This report will be presented to the Education Board on 21st July and the Projects Sub Committee in September/October 2016, for decision.*
- For Decision**
(Pages 63 - 70)
14. **GATEWAY 4 - MIDDLESEX STREET AREA - REDESIGN OF NEW PUBLIC SPACE IN ARTIZAN STREET POST RAMP DEMOLITION (PHASE B)**
Joint report of the Director of the Built Environment and the Director of Community and Children's Services.
- This report was approved by the Streets and Walkways Sub Committee on 9th May, the Projects Sub Committee on 11th May and will be presented to the Community and Children's Services Committee, for decision, on 13th May 2016.*
- For Information**
(Pages 71 - 90)
15. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**
Report of the Director of Culture, Heritage and Libraries.
- For Decision**
(Pages 91 - 92)
16. **CITY OF LONDON FESTIVAL - THE FUTURE**
Report of the Director of Culture, Heritage and Libraries.
- This report will be presented to the Finance Committee, for Decision on 7th June.*
- For Decision**
(Pages 93 - 100)

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

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

19. **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

20. **NON PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE**

To receive the draft minutes of the last meeting.

For Information
(Pages 101 - 104)

21. **GREAT FIRE UPDATE**

A Presentation on the details of the programme.

For Information

22. **TOWER BRIDGE AND THE MONUMENT PERFORMANCE REPORT 2015/16**

Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 105 - 114)

23. **KEATS HOUSE: OPTIONS APPRAISAL FOR SERVICE BASED REVIEW SAVINGS**

Report of the Director of Culture, Heritage and Libraries.

For Decision
(Pages 115 - 164)

24. **BARBICAN LIBRARY TRANSFORMATION - ISSUES REPORT**

Report of the Director of Culture, Heritage and Libraries.

This report was approved by the Projects Sub Committee on 13th April 2016.

For Information
(Pages 165 - 172)

25. **TOWER BRIDGE BASCULE RE-DECKING AND APPROACH VIADUCT WATERPROOFING PROJECT - GATEWAY 4 - DETAILED OPTIONS APPRAISAL**
Report of the Director of the Built Environment.

This report was approved by the Planning and Transportation Committee on 5th April, the Projects Sub Committee on 13th April and under Court Urgency in April 2016.

For Information
(Pages 173 - 196)

26. **OUTCOME REPORT - TOWER BRIDGE GLASS VIEWING PANELS**
Joint report of the Director of Culture, Heritage and Libraries and the Director of the Built Environment.

This report will be presented to the Planning and Transportation Committee on 24th May and the Projects Sub Committee on 29 June 2016, for decision.

For Decision
(Pages 197 - 200)

27. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential

29. **CONFIDENTIAL MINUTES**
To approve the confidential minutes of the last meeting.

For Decision

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Agenda Item 3

MOUNTEVANS, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.

CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**

A Ward Committee consisting of,

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

2. **Quorum**

The quorum consists of any nine Members.

3. **Membership 2016/17**

ALDERMEN

- 3 Sir Roger Gifford
- 2 Alison Jane Gowman

COMMONERS

6	Barbara Patricia Newman, C.B.E.....	Aldersgate
4	Jeremy Paul Mayhew.....	Aldersgate
6	Sylvia Doreen Moys.....	Aldgate
2	Graeme George Harrower.....	Bassishaw
4	Jamie Ingham Clark, Deputy.....	Billingsgate
4	Wendy Marilyn Hyde.....	Bishopsgate
5	William Harry Dove, O.B.E., J.P., Deputy.....	Bishopsgate
4	Dr Giles Robert Evelyn Shilson, Deputy.....	Bread Street
2	Keith David Forbes Bottomley.....	Bridge and Bridge Without
1	John Alfred Bennett, Deputy.....	Broad Street
6	Kevin Malcolm Everett, Deputy.....	Candlewick
4	Graham David Packham.....	Castle Baynard
1	Jeremy Lewis Simons.....	Castle Baynard
6	Ann Marjorie Francescia Pembroke.....	Cheap
1	Stuart John Fraser, C.B.E.	Coleman Street
6	Mark Boleat.....	Cordwainer
4	The Revd. Stephen Decatur Haines, Deputy.....	Cornhill
6	Vivienne Littlechild, J.P.	Cripplegate Within
6	Stephen Douglas Quilter.....	Cripplegate Without
4	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
2	Ann Holmes.....	Farringdon Within
1	Richard David Regan, O.B.E., Deputy.....	Farringdon Within
1	John David Absalom, Deputy.....	Farringdon Without
3	Paul Nicholas Martinelli.....	Farringdon Without
4	Judith Lindsay Pleasance.....	Langbourn
6	Dennis Cotgrove.....	Lime Street
6	Delis Regis.....	Portsoken
6	Alastair John Naisbitt King, Deputy.....	Queenhithe

1	Anne Helen Fairweather.....	Tower
6	Tom Hoffman.....	Vintry
4	Lucy Roseanne Frew.....	Walbrook

4. **Terms of Reference**

To be responsible for:-

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 7th March 2016

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 7th March at 11.30 am

Present

Members:

Vivienne Littlechild (Chairman)	Jeremy Mayhew
Graham Packham (Deputy Chairman)	Sylvia Moys
Mark Boleat	Barbara Newman
Keith Bottomley	Ann Pembroke
Deputy Anthony Eskenzi	Judith Pleasance
Alderman Alison Gowman	Mark Wheatley
Graeme Harrower	Deputy John Tomlinson (Ex-Officio Member)
Ann Holmes	Deputy John Bennett (Ex-Officio Member)
Wendy Hyde	
Paul Martinelli	

In Attendance

Officers:

Julie Mayer	- Town Clerk's
Neil Davies	- Town Clerk's
Scott Nixon	- Town Clerk's
Sue Baxter	- Chamberlain's Department
Steven Chandler	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
David Pearson	- Director of Culture, Heritage and Libraries
Margaret Jackson	- Culture, Heritage and Libraries Department
Alexandra Leader	- Culture, Heritage and Libraries Department
Geoff Pick	- Culture, Heritage and Libraries Department
Nick Bodger	- Culture, Heritage and Libraries Department
Andrew Buckingham	- Public Relations Department
Eleanor Gussman	- Chief Executive, Spitalfields Music

1. APOLOGIES

Apologies were received from Dennis Cotgrove, Deputy and Chief Commoner Billy Dove, Deputy Kevin Everett, Lucy Frew, Alderman Sir Roger Gifford, Deputy, the Reverend Stephen Haines, Deputy Jamie Ingham Clark, Deputy Alistair King, Henrika Priest, Emma Price, Stephen Quilter, Delis Regis, John Scott, Deputy Dr Giles Shilson and James Tumbridge.

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

Mr Tom Hoffman and Mr Jeremy Mayhew declared general (non-pecuniary) interests in respect of the confidential item on today's agenda, which the Chairman had agreed to accept as urgent business. The report was in respect of the City of London Festival and the interest declared by virtue of their positions as Directors of the City of London Festival Board. The Members advised that they would not vote on this item.

3. **MINUTES**

The public minutes and non-public summary of the meeting held on 25 November 2015 were approved.

4. **CITY BUSINESS LIBRARY (CBL) VISION AND STRATEGY REPORT**

The Committee received a report and presentation in respect of the City Business Library, presented by Alexandra Leader, the Business Engagement Manager

During the discussion, the following points were raised/noted:

- There were 8,000 customers on the database and the survey, generated by 'Survey Monkey' and promoted via marketing and newsletters, had received 95 responses. Members suggested researching those who do not use the library services and noted that the survey would be repeated in the summer of 2016.
- In response to a question about the Business Advice portal via the CBL webpages, Members noted that both services are in essence 'outsourced'. The Business Engagement Management advised that both initiatives would be reviewed by the comptroller, prior to signing up, and would follow a rigorous sign off process.
- All business advice had a disclaimer to the effect that the advice had been provided by the respective business(es) and not the City of London Corporation.
- Members were particularly pleased to note the EDO collaboration. Members also suggested exploring linking up with the Cass Business School and University of Chicago Booth School of Business as key partners.
- Further sponsorship was being investigated and relationships built.

RESOLVED, that - the report and presentation be noted and approved.

5. **SPITALFIELDS MUSIC**

The Committee received a presentation from the Chief Executive of Spitalfields Music. Members noted that, this year, Spitalfields Music would commemorate 40 years and during the discussion the following points were raised/noted:

Members were particularly impressed by the Company's fundraising and collaboration, as evidenced during the presentation. Following a suggestion from a Member, the tablet to Burbage in St Leonard's Church, Shoreditch would be considered for inclusion in the Shakespeare 400 Winter Festival.

6. INCOME GENERATION – REPORT OF A CROSS CUTTING SERVICE BASED REVIEW

The Committee considered a report of the Chamberlain (on behalf of the Chief Officers' Summit Group).

RESOLVED, that:

1. 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 of London Corporation's cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding.
2. The Department of Culture, Heritage & Libraries prepare options to review charging and income generation opportunities from the City of London Corporation's museums and galleries.
3. A proactive approach to marketing the City of London Corporation's filming locations be adopted, ensuring consistent coverage of professional film location handling services across the City of London Corporation's entire land and property portfolio.
4. The proposal to seek income from filming commercials on Tower Bridge be endorsed.
5. The Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the City of London Corporation's offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City of London Corporation.

7. IMPLEMENTATION OF GRANTS REVIEW

Members considered a report of the Deputy Town Clerk in respect of the implementation of the Corporate Review of Grants.

RESOLVED, that – authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, for the agreement of 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.

8. ALDGATE ARTS, EVENTS AND PLAY

The Committee received a report of the Director of the Built Environment, in respect of Aldgate Arts, Events and Play; an emerging work stream of the Aldgate Gyratory highways and public realm enhancement project.

RESOLVED, that – the report be noted.

9. EASTERN CITY CLUSTER (Public Art – Year 5 & 6)

The Committee considered a report of the Director of the Built Environment, which updated Members on Year 5 of the Sculpture in the City Project, preparations for Year 6 and approval of funding for delivery of Years 7 – 9 (3 years) on a project which would be implemented from 2017 – 2019.

RESOLVED, that -

1. The contents of this update report and the shortlist of artworks for Year 6, be noted.
2. An increase of £25,000 on the budget of Year 5 from TfL funding underspends in 2015/16 be approved, to cover additional costs that have been incurred in the delivery of last year's project, due to the unforeseen need to remove a piece earlier than programmed.
3. An additional contribution of £30,000 be approved, to the sum of £90,000 already approved in May 2015 (bringing the total City contribution to £120,000) - for the implementation of this Year's project, funded from the existing 22 Bishopsgate S106.
4. The appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, Open City Architecture, Brunswick Media and Sally Bowling) be approved, along with the tender exercise for the art moving specialists, as described in the procurement section.

10. CHL BUSINESS PLAN 2015-18 – Q3 – MONITORING REPORT

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the Department's Business Plan 2015-18 – Quarter 3 – Monitoring Review.

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

- In response to a question about the Lord Mayor's Coach, Members noted that the outstanding surveys had been received and Members would receive a further report in the autumn.
- Remodelling libraries was amber, as it had taken longer than expected due to internal resourcing. Members also noted that Shoe Lane Library was well underway. The Director advised that there had been some challenges with the Barbican Library remodelling and the Project Sub Committee would receive an issue report but Members noted that further options would not impact negatively on the Service Based Review. In

response to a further question, the Director advised that the Shoe Lane project would include multi-use space for adult education.

- Members were very pleased to note the successful Son et Lumiere event over the weekend of 4-5 March 2016, which had seen record audiences and the Gallery had welcomed its 100,000th visitor! Audience numbers had reached 5,000 on Friday (1,961 at the Art Gallery) and 8,700 on Saturday (3,369 in the Art Gallery).

RESOLVED, that -

1. The Quarter 3 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.

11. DEPARTMENTAL RISK REPORT – QUARTER 3

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

The Chairman asked for the staff at Keats House to be commended for their commitment and tolerance over Christmas when the boilers had broken and they had to wear coats and hats. Similarly, the City Information Centre had experienced air conditioning failure in the summer and underfloor heating failure in the winter and the staff had been similarly tolerant in very uncomfortable conditions. Officers confirmed that these issues were being resolved.

RESOLVED, that – the report and actions taken to monitor and manage effectively the risks arising from the Department's operations be noted.

12. SHAKESPEARE 400: WORKING IN PARTNERSHIP

The Committee received a report of the Director of Culture, Heritage and Libraries, which updated Members on the programme of activities to mark the 400th Anniversary of the death of William Shakespeare.

RESOLVED, that – the report be noted.

13. LONDON METROPOLITAN ARCHITVES (LMA) – DIGITISATION UPDATE

Members received a report of the Director of Culture, Heritage and Libraries, which provided an update on LMA digitisation. Members noted that the new website (Collage) would be launched after April. The Director also advised that the upgrade to public access to LMA's online catalogue would necessitate roadworks on the Farringdon/Islington border but the City was working with TfL and BT to minimise disruption.

RESOLVED, that – the report be noted.

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

Members considered a report of the Director of Culture, Heritage and Libraries, which sought their approval to the recommendations of the City Arts Initiative, which had met on 18 February 2016.

RESOLVED, that –

1. City of London be approved, with Guildhall playing temporary host to the Icarus Statue.
2. Fred Scott be rejected on the grounds of lack of artistic merit, concerns for local residents and lack of funding.
3. Matthew Maran be rejected because of concerns of unsatisfactory panel design, lack of funding and unsuitable location.
4. 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.

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

In response to questions about recent grants awarded by the Finance Grants Sub Committee in respect of a contribution towards a statue to commemorate Sylvia Pankhurst and towards the Pepys Exhibition, which had not been reported to the Culture, Heritage and Libraries Committee, Members noted that this matter would be resolved following the Corporate Grants Review (at item 7 on today's agenda).

Members noted that the last meeting of the Committee had been cancelled due to insufficient business. Only one Member had objected and, generally, Members agreed that pre-arranged meetings should remain in the calendar as this was preferable to attempting to arrange meetings at short notice.

In respect of the Great Fire Commemorations this year, Members noted that, at the end of March, Artichoke would know the position on available funding and will take a decision on the scale of events it could provide. Members noted that the website would be launched in July and they would receive a briefing after the end of March, once the position was clearer.

16. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no items.

17. EXCLUSION OF THE PUBLIC

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

Item No.

Paragraph No.

18 – 21

3

18. NON PUBLIC MINUTES

The Non-public minutes of the meeting held on 25 November 2015 were approved.

19. PROPOSED POLICE MUSEUM

Members noted a report of the Director of Culture, Heritage and Libraries in respect of the proposed Police Museum, which had been approved by the Projects Sub Committee in December 2015.

RESOLVED, that – the report be noted.

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

There were no questions.

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

Members agreed to consider one item of business while the public were excluded, in a 'Members only' confidential session at the end of the meeting.

The meeting ended at 1.15 pm

Chairman

Contact Officer: Julie Mayer
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julie.mayer@cityoflondon.gov.uk

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BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Monday, 8 February 2016

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries) Committee held at Guildhall on Monday, 8 February 2016 at 4.30 pm

Present

Members:

Deputy Billy Dove (Chairman)
Vivienne Littlechild (Ex-Officio, Deputy Chairman)
Nigel Challis
Deputy Bill Fraser
Tom Hoffman
Gregory Jones QC
Andrew McMurtrie

In Attendance

Officers:

Julie Mayer - Town Clerk's Department

1. APOLOGIES

Apologies were received from Virginia Rounding, Dennis Cotgrove and Graham Packham.

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

There were no declarations.

3. MINUTES

The Minutes and non-public summary of the meeting held on 6 October 2015 were approved as a correct record.

4. FUTURE CHAIRMANSHIP OF THE BENEFICES SUB COMMITTEE

The Chairman was heard and reminded Members that he would be standing down as the Chairman of the Benefices Sub Committee, after serving for the past 10 years. The resignation would be effective from the next Meeting of the Sub Committee.

The Town Clerk advised that the next meeting of the Benefices Sub Committee on 8th June 2016 (after the Annual Court of Common Council and the May Meeting of the Culture, Heritage and Libraries Committee) would elect its new Chairman. Members were reminded that nominations for the Benefices Sub Committee would be invited from all Members of the Court, as had been the case last year, with due regard to the *desired* criteria as set out in The Patronage (Benefices) Measure 1986 and the Patronage (Benefices) Rules 1987, in respect of the appointment of priests.

The Chairman was pleased that this new approach had been a very positive step towards succession planning for a new Chairman of the Benefices Sub Committee, as last year's nominations had produced a Sub Committee with a wealth of skills, experience and enthusiasm. Given that all Members were active in their local parishes; this had resulted in a stronger business focus at the Sub Committee meetings.

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

There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items.

7. **EXCLUSION OF THE PUBLIC**

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

Item No

8 – 11

Para no

3

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on Monday, 8th February 2016 were approved.

9. **ANNUAL REPORT OF THE BENEFICES SUB COMMITTEE 2015/16**

The Sub Committee received a report of the Town Clerk.

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

There were 2 questions while the public were excluded.

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

There were no items of urgent business.

The meeting ended at 5.30 pm

Chairman

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

Agenda Item 8

Committee:	Date:
Culture, Heritage and Libraries Committee	23 May 2016
Subject: Appointment of the Benefices Sub Committee and appointments to the Keats House Consultative Committee 2016/17	Public
Report of: Town Clerk	For Decision
Report author: Julie Mayer	

Summary

The purpose of this report is to ask the Culture, Heritage and Libraries Committee to consider the appointment of the Benefices Sub-Committee for 2016/17 and to approve its composition and Terms of Reference. In addition, the Committee is also asked to appoint two of its Members to serve on the Keats House Consultative Committee.

Details of the composition and Terms of Reference of the Benefices Sub-committees are set out in **Appendix A** and statements in support of nominations will be circulated before the meeting. Nominations to this Sub Committee have been sought from the whole Court of Common Council.

Details of the composition of the Keats House Consultative Committee and the representatives which the Committee is requested to appoint are set out in **Appendix B**.

Recommendations

The Committee are asked to:

1. Agree the appointment, composition and Terms of Reference of the Benefices Sub-Committee. (*Up to 8 Members, with the Chairman and Deputy Chairman as ex-officio*)
2. Appoint two representatives to the Keats House Consultative Committee. (*With the Chairman an Deputy Chairman as ex-officio*)

Main Report

1. The purpose of this report is to consider the appointment of the Benefices Sub-Committee for 2016/17 and to approve its composition and Terms of Reference. In addition, the Culture, Heritage and Libraries Committee is asked to appoint two of its Members to serve on the Keats House Consultative Committee.

Keats House Consultative Committee

2. The Chairman and Deputy Chairman of the Grand Committee (as ex-officio), together with 2 other Members of this Committee, are usually appointed to serve on the Keats House Consultative Committee. Members are invited to indicate whether they wish to serve. **(Please see Appendix B)**

Benefices Sub Committee

3. At the Culture, Heritage and Libraries Committee on 2 March 2015, Members agreed to widen the field of nominees to the Benefices Sub Committee, in order to build a pool of Members who would be able and willing to make a *Declaration of Membership**, should the need arise. **(Please see Appendix A)**
4. The new arrangements have worked well and, over the past year, Sub-Committee Members have shared a programme of visits to the City's Benefices. All Members of the Court have been canvassed for nominations and invited to submit a short supporting statement. These will be circulated to Members before the meeting and laid around the table. The Sub Committee currently has 8 Members, along with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, as ex-officio.

Conclusion

Members are asked to note the contents of this report and consider the appointments, compositions and Terms of Reference as set out in the recommendations.

Contact: Julie Mayer
Town Clerk's Department
Tel: 020 7332 3414 Email: julie.mayer@cityoflondon.gov.uk

2. Benefices Sub Committee: Current Membership 10

Up to 8 Members of the Court to be appointed by the Committee - the current total membership being 10, including the Chairman and Deputy Chairman as Ex-officio Members).

Meetings in 2015/16 **3**

2.1 The Chairman of this Sub Committee is elected from amongst its membership. In 2015/16 the Membership comprised:

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
1. Deputy Billy Dove, Chief Commoner - Chairman
2. Nigel Challis
3. Dennis Cotgrove
4. Deputy Bill Fraser
5. Tom Hoffman
6. Gregory Jones QA
7. Andrew McMurtrie
8. Virginia Rounding

2.2 Terms of Reference:

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

**The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is 'willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.*

Keats House Consultative Committee

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

Meetings in 2015/16 – 1 (meeting scheduled for February 2016 was postponed to 22 June 2016)

1.1 The current composition is as follows:

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

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

Terms of Reference:-

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

Committee(s)	Dated:
Culture, Heritage and Libraries Committee	23/05/2016
Subject: Dept. of Culture Heritage & Libraries Business Plan 2016-2019	Public
Report of: Director of Culture Heritage & Libraries Department	For Decision
Report author: Margaret Jackson, Policy & Performance Manager Culture Heritage & Libraries Department	

Summary

This report sets out the Departmental Business Plan for 2016-19 which builds on the reported progress of the previous business plan to your Committee.

There are two overarching Strategic Aims for the department which are also our Key Objectives and link into the corporate plan and strategies.

There are 10 Key Performance Indicators (KPIs) set out in the Business Plan which underpin the two Key Objectives and cover our diverse services at a high level. Appended are a high-level departmental summary plan, detailed objective plans, a structure chart, examples of our partnerships, our current risk register (which is undergoing further detailed review and will be presented to your next Committee meeting) and a list of capital projects. These documents demonstrate the diversity and scope of our services.

Recommendation

Members are asked to:

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

Main Report

Background

1. The previous Culture Heritage & Libraries business plan (2015-16) was approved by your Committee on 26 May 2015 and subsequent progress against the Key Objectives and KPIs has been reported to you on a quarterly basis.

Current Position

2. For the coming year we have used our two overarching cross-departmental strategic aims as our Key Objectives. Our business plan KPIs underpin those objectives. The two strategic aims/key objectives are:
 - To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness; and
 - To transform the perception and experience of the City as a destination.
3. The key improvement objectives/KPIs cover our main divisions of service across the Department and are set out in more detail at Appendix 1.
4. High level Service Summary Business Plans have been developed and the departmental summary is attached at Appendix 2 for information. The service level summary plans are available on request.

Corporate & Strategic Implications

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

Implications

6. We have continued our efforts to increase and improve our partnerships and areas of shared service provision. Examples of this are set out in Appendix 4.
7. Key business risks are set out in the Strategic Summary Risk Register at Appendix 5 which will include any strategic Health & Safety risks from this year onwards. The departmental Management Team are undertaking a series of risk management workshops with the corporate Risk Adviser to ensure we capture all relevant risks on our next Risk Management report to your Committee. Throughout the year we will continue to engage with central corporate departments on the Service Based Reviews and other corporate initiatives which may affect our service delivery.
8. Capital projects which have been identified for the next 1-3 years are set out in Appendix 6. Further details about these projects will be worked up and brought to Committee for decision as we progress through the year.

Conclusion

9. We hope that the information provided in the attached business plan and appendices is sufficient to enable Committee to make an informed decision about our strategic departmental direction and key objectives.

Appendices

- CHL Business Plan 2016-19
- Appendix 1 - Detailed Key Objective plans
- Appendix 2 – CHL Summary Business Plan
- Appendix 3 – Departmental Structure Chart
- Appendix 4 – Shared Services and Partnerships
- Appendix 5 – Summary Strategic Risk Register
- Appendix 6 - Capital Projects

Background Papers

- Culture Heritage & Libraries Department Business Plan 2015-16

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Culture, Heritage & Libraries Department

Business Plan 2016-2019

Mission Statement:

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

Director: David Pearson

Policy & Performance Manager: Margaret Jackson

Introduction

- 1.1 The work of Culture, Heritage and Libraries contributes to the wider work of the City of London Corporation on many fronts. We provide essential and much valued services to residents and to the City workers who power so much of London's business – once again, the Barbican Library has been shown to loan more books than any other library in London – and we bring entertainment and enlivenment to the Square Mile in all kinds of ways, from *Son et Lumière* shows in Guildhall Yard to concerts in the bascule chambers of Tower Bridge. The steady upward march of visitor numbers brings reputational, as well as economic, benefit – our cultural offer is part of what makes London so globally renowned – and the tourist business at Tower Bridge is of course a major income stream for the City Bridge Trust. It's therefore good to see the numbers there still rising, just as we were delighted that in 2015/16 the Guildhall Art Gallery finally broke the barrier of 100,000 visitors in one year. The heritage assets which sit in our care, and which we are constantly seeking to open up for education and enlightenment, are of international significance and our shorthand for London Metropolitan Archives – London's Memory – is no idle boast.
- 1.2 We are pleased to have completed another good year of progress against our targets, which included preparing plans to modernise another of our libraries (Shoe Lane), and consider future models for Keats House as well as the Archives services. It has been a year of real progress on the ever-important technology front – everything we do, including the provision of access to information or the selling of tickets for visitor attractions, depends increasingly on up to date software and hardware to meet the changing expectations of our customers, in a digital world. A new-generation library management system, and a new network for publicly accessible terminals across the libraries, are essential infrastructure upgrades which will deliver many benefits. Ongoing IT-related developments will continue to be an important theme in the year ahead, when we plan to introduce a new automated system as the backbone of our retail operations, and a new interface for our online image gallery (Collage). 2015 saw us advance our aspirations to improve the recognition of the Guildhall as an iconic heritage venue, bringing more people into the Yard for events and monthly markets; an award from the Heritage Lottery Fund to allow us to convert the Clockmakers' Museum space into a City of London Police Museum will further develop this agenda when it opens towards the end of 2016.
- 1.3 Anniversaries offer great opportunities to bring heritage into the spotlight, to reflect on the past and focus on the future, to bring history alive. Last year we had Magna Carta, and were pleased to play our part around various displays of our particularly fine copy. In the year ahead two anniversaries are uppermost in our minds; one is a uniquely City one, it being 350 years ago that most of it was burnt down in the Great Fire of

1666. That's not so much an anniversary to celebrate as to commemorate, but we will also use it to reflect on a whole range of themes around resilience, rebuilding, and renewing, thinking how cities cope and bounce back, with the help of Artichoke, public art creators *extraordinaire*. More immediately, it will be 400 years ago (in April) that England, and arguably the world, lost its greatest ever playwright, who may have been born in Stratford but who often walked the City streets we are still familiar with today. *Shakespeare Woz Ere*, our programme around that theme, is a six-month collaboration between Culture, Heritage & Libraries, the Barbican Centre, and the Globe Theatre, and has already proved one of our most popular packages of public events. These anniversary-themed programmes also showcase collaboration in action, working with all our colleagues in the City involved in cultural provision, and lay the ground for more partnership of this kind as we all support the wider agenda around creating a Cultural Hub in the City in years to come.

Our vision and strategic aims

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

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

- To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.
- To transform the perception and experience of the City as a destination.

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

Key Performance Measures

1. Transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.

To remain relevant and responsible we will:

- Offer a range of library services that positively impact on our customers' health and wellbeing
- Procure and implement a new EPOS, bookings management, online ticketing and retail system
- Deliver year 2 of LMA's 5-year digitisation plan
- Review and redefine the mission and vision of the City Business Library
- Restructure and improve the retail offer for Guildhall Art Gallery and generate venue hire income
- Continue to develop service model options for LMA's accommodation

2. Transform the perception and experience of the City as a destination

To be radical but reliable we will:

- Deliver a new Visitor Strategy for the City
- Create a City of London Police Museum in the Guildhall complex
- Facilitate and deliver cross-departmental commemorations
- Enhance the visitor programme at the Monument

Organising for success

- The financial position for the Department is given at Appendix 2, in the Departmental Summary Business Plan. This provides the original 2016-17 total net budget of £22,279,000 and summarises the forecast outturn. Our structure chart is provided at Appendix 3.
- Through shared services and partnerships we continue to explore ways of working that reduce the monetary and resourcing costs to the organisation begun as part of the Service Based Review. Examples of our extensive range of shared services and partnerships are given in Appendix 4.
- Staff learning and development continues to be a priority for the Department as part of our overall Investors in People commitment. The Learning & Development budget for 2016/2017 is £61,000 which takes into account training to gain or maintain professional qualifications. Public facing services have undertaken relevant counter terrorism training with the City of London Police. Organisational change is a key driver in reviewing our workforce skills and future needs.

- We provide information and services which are accessible to all our customers. As part of the corporate commitment to equal opportunities, we have a responsibility to ensure that the services provided meet the criteria in the Public Sector Equality Duty.
- The Department hosts Work Experience students including those from the City Academies, internships from London universities and volunteers across the services. Its City Information Centre delivers training and development opportunities on a national scale with product knowledge programmes this year provided for the GLA Ambassadors, Transport for London visitor centres, Business Improvement District operatives and front of house staff at City shopping hubs as well as led a Tourist Information Centre staff exchange programme that has seen exchanges with Belfast, Oxford and Windsor.
- In line with corporate policy, the Department has detailed and annually reviewed business continuity plans for our various sites. London Metropolitan Archives (LMA) has been designated as the corporate Disaster Recovery Centre for key City departments in the event of Guildhall being affected by a major emergency.
- The identified significant business risks for the Department are set out in the departmental Risk Register at Appendix 5 and include two risks where we are dependent upon other departments: one risk is around loss of IT provision in our public facing services; and the other is around security of our collections in the Guildhall Art Gallery, both of which could have an adverse customer service as well as reputational effect. The departmental Management Team are undertaking a series of risk management workshops with the corporate Risk Adviser to ensure we capture all relevant risks on our next Risk Management report to your Committee. The Health and Safety risks are also regularly monitored, updated and discussed by our CHL H&S Coordinators Group and will be reported as appropriate. Throughout the year we will continue to engage with central corporate departments on the Service Based Reviews and other corporate initiatives which may affect our service delivery.
- The priority of optimising use of space both for frontline services and collections storage across sites remains unchanged. The Department regularly consults visitors to its services and understands what users want through City residents meetings, national and local visitor surveys and recorded comments. The City Surveyor's Department provides property asset and facilities (including heritage) management services to Culture Heritage and Libraries through a dedicated team and offers a project management service. The need for efficient use of existing space includes a requirement constantly to evaluate the service being

provided in each property to ensure that service is being delivered in accordance with the wishes of users and the Corporate Property Asset Management Strategy. Forthcoming capital projects are set out in Appendix 6.

- We continue to consult with our staff through dedicated business planning meetings (All Staff meetings; Senior Manager Forums; Staff Survey; and all services have regular team meetings) to communicate and discuss the department's priorities for the coming year. The work of the CHL Internal Communication Group, CHL Health & Safety Coordinators Group and our in-house staff newsletters (e.g. Intercoms, Bridge Watch) ensure messages about staff, new policy, procedures and departmental initiatives are passed up and down the structure engaging staff at all levels.

Appendices

- Appendix 1 Key Objective Plans 2016/17
- Appendix 2 Departmental Summary Business Plan
- Appendix 3 Structure Chart
- Appendix 4 Shared Services and Partnerships
- Appendix 5 Strategic Risk Register
- Appendix 6 Capital Projects

Further documents

The following supporting documents are available upon request:

- KD 1. Service Specific Summary Business Plans 2016-17
- KD 2. London Metropolitan Archives – Strategic Work Plan 2016-17/
Team Plans
- KD 3. Tower Bridge Extended Business Plan 2016-17
- KD 4. CHL Business Plan 2015-16 and appendices
- KD 5. Schedule of Assets (City Surveyor's Department)

Contacts:

David Pearson, Director of Culture Heritage & Libraries Department
Margaret Jackson, Policy & Performance Manager

Financial information:

Mark Jarvis, Head of Finance, Chamberlain's Department

Culture Heritage & Libraries - Key Improvement Objective 1

Objective	To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.	
Priority and rationale (why are you doing it?)	This objective supports, Key Policy Priorities 1, 2, 3, 4 and 5 of the Corporate Plan and particularly, the objectives of the People Steering Group, and Customer Services Delivery Group. It is aligned to broader Government objectives around creating a reliable digital Britain and seeks to ensure that our services change and adapt to remain relevant, while delivering value for money.	
Supporting:		
Corporate Plan	Departmental Strategic Aims	Impact Assessment
<p>KPP1 Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.</p> <p>KPP2 Improving the value for money of our services within the constraints of reduced resources.</p> <p>KPP3 Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.</p> <p>KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p> <p>KPP5 Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.</p>	Strategic Aim 1	

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
To offer a range of library services that positively impact our customers' health and wellbeing.	31/03/17	95% satisfaction of participants in health and wellbeing activities and services.	C Boswarthack	Community & Children's Dept.
Procure/implement a new EPOS, bookings management, online ticketing and retail system to suit the current and future business needs of Tower Bridge, the Monument, Guildhall Art Gallery, the City Information Centre and Guildhall Library	31/07/16	Appoint supplier with signoff by all participating CHL services	C Earlie	CityProc CPDU IT section Reps from TB/GAG/CIC/GHL/GL Dept Open Spaces (possibly) [Equality Impact Assessment to be carried out]
	31/08/16	Implement new system		
	31/03/17	Achieve positive feedback on improved system from each CHL service		
Deliver year 2 of LMA's 5-year digital transformation plan – London's Memory Digitally	30/09/16	Funding bid to Heritage Lottery Fund submitted;	G Pick	Heritage Lottery Fund IT section External contractors/partners [Test of Relevance to be carried
	31/03/17	500,000 digitised images made available publicly through major commercial and other partnerships;		
	30/6/16	improvements to the quality and robustness		

	31/05/16 31/07/16	of the online public access systems by access upgrades to public IT at LMA; improved hosting arrangements for the online catalogue; public launch of the upgraded Collage.		out]
Review and redefine the mission and vision of the City Business Library	31/12/16 31/03/17 31/03/17	In partnership with EDO, deliver the CoL Enterprise Strategy. Develop external corporate partnerships in order to deliver a minimum of 8 new SME focused seminars. Increase web traffic by 25% (current average of 7,359 page views per quarter) through the launch of the E-Learning and Business Advice platforms on the CBL web pages.	S Pink	EDO CBL team Partnerships/ IT section Partnerships/ IT section

Restructure and improve the retail offer for Guildhall Art Gallery and generate income through venue hire (Amphitheatre) to provide support for Gallery budget and activities	06/04/16	Launch hire offer	N Bodger	The City Centre / New London Architecture / Historic England / CPAT / Remembrancer's
	31/03/17	Deliver £8k in hire income	N Bodger	
	01/04/16	Assume responsibility for managing Gallery retail	C Earlie	
	31/03/17	Achieve a 10% increase on full-year 15/16 figures for retail income and spend per head (SPH).	C Earlie	

Culture Heritage & Libraries - Key Improvement Objective 2

Objective	To transform the perception and experience of the City as a destination.		
Priority and rationale (why are you doing it?)	This objective supports, particularly, Key Policy Priorities 1 and 5 of the Corporate Plan and the objectives of the Place Steering Group. The City's culture and heritage play an important role in attracting businesses, in enhancing the lives of residents and workers, and in sustaining the profile of London as a global city. The visitor and tourism agendas are important both reputationally and economically for the Square Mile. This objective will also play an important role in supporting the ongoing development of the Cultural Hub.		
Supporting:			
Corporate Plan	Departmental Strategic Aims	Impact Assessment	
<p>KPP1 Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.</p> <p>KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.</p> <p>KPP5 Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.</p>	Strategic Aim 2		

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Deliver a new visitor strategy (2017/22) for the City	31/07/16	Internal and public pre-consultation completed	N Bodger	All City departments with a visitor interface / interest and all

	31/10/16 05/12/16	Strategy drafted Strategy submitted to CHL Committee for approval.		City visitor assets including hotels, attractions, retail and culture providers Town Clerk's
Create a City of London Police Museum in the GHL/CBL complex	31/01/17	Design and build the Heritage Lottery Funded City of London Police Museum.	S Pink	CoLP City Surveyor's Chamberlain's
Continue to develop the service model options for LMA's accommodation, particularly in relation to the Cultural Hub programme	31/03/17 31/03/17	Options appraisal completed; Roof project completed	G Pick	City Surveyor's Chamberlain's External 'critical friends' External contractors [Outcome of options appraisal will determine if Equality Impact Assessment is required]
Facilitate and deliver cross-departmental commemorations for the Battle of the Somme 100 th and Great Fire 350 th anniversaries	01/06/16 31/07/16	Yard exhibition and umbrella programme for the Somme delivered across CHL assets. GF350 umbrella website launched.	N Bodger	Remembrancer's / City Surveyor / DBE / Fields of Battle / Royal British Legion / Cheapside Business Alliance / Diocese of London / Broadgate Artichoke / London and Partners / Town Clerk's (comms) / Museum of London

	05/09/16	All major public events presented for GF350.		DBE / Town Clerk's (comms) / Remembrancer's / Mansion House / Museum of London / Barbican / Artichoke / Arts Council
Enhance the visitor programme at the Monument, following the completion of buildings works, and assess the feasibility of new visitor facilities.	31/03/17	Achieve the 2016/17 target visitor figure for the Monument.	C Earlie	City Surveyor's Historic England CoL Committees
	31/03/18	Finalise action plan for creating new/adapting existing Monument facilities in 17/18, following conducting a full structural/commercial feasibility study to include consultation with Historic England and CoL Committees.		

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<p>Our Strategic Aims / Key Objectives are:</p>	<p>1) To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness. 2) To transform the perception and experience of the City as a destination.</p>
<p>Vision and Key Policy Priorities are:</p>	<p>Mission Statement: To educate, entertain and inform, through discovery of our amazing range of resources.</p> <p>KPP1 Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy KPP2 Improving the value for money of our services within the constraints of reduced resources KPP3 Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health KPP4 Maximising the opportunities and benefits afforded by our role in supporting London’s communities KPP5 Increasing the outreach and impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation</p>

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<p>Our Key Performance Indicators are:</p>	
<p>Description:</p>	<p>2016/17 target</p>
<p>To offer a range of library services that positively impact our customers’ health and wellbeing.</p>	<p>95% satisfaction of participants in health and wellbeing activities and services</p>
<p>Procure/implement a new EPOS, bookings management, online ticketing and retail system to suit the current and future business needs of Tower Bridge, the Monument, Guildhall Art Gallery, the City Information Centre and Guildhall Library</p>	<p>Appoint supplier with signoff by all participating CHL services 31/7/16 Implement new system 31/8/16 Achieve positive feedback on improved system from each CHL service 31/3/17</p>
<p>Deliver year 2 of LMA 5-year digital transformation plan</p>	<p>Funding bid to Heritage Lottery Fund submitted (30/09/16); 500,000 digitised images made available</p>

	<p>publicly through major commercial and other partnerships (31/03/17); improvements to the quality and robustness of the online public access systems by access upgrades to public IT at LMA (30/6/16); improved hosting arrangements for the online catalogue (31/05/16); public launch of the upgraded Collage (30/06/16).</p>
<p>Review and redefine the mission and vision of the City Business Library</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 36</p>	<p>In partnership with EDO, deliver the CoL Enterprise Strategy by 31/12/16.</p> <p>Develop external corporate partnerships in order to deliver a minimum of 8 new SME focused seminars by 31/03/17.</p> <p>Increase web traffic by 25% (current average of 7359 page views per quarter) through the launch of the E-Learning and Business Advice platforms on the CBL web pages.</p>
<p>Restructure and improve the retail offer for Guildhall Art Gallery and generate income through venue hire (Amphitheatre) to provide support for Gallery budget and activities</p>	<p>Launch venue hire offer 06/04/16.</p> <p>Deliver £8k in venue hire income 31/03/17.</p> <p>Tower Bridge to assume responsibility for managing Gallery retail 01/04/16.</p> <p>Achieve a 10% increase on full-year 15/16 figures for retail income and SPH 31/03/17.</p>
<p>Deliver a new visitor strategy (2017/22) for the City</p>	<p>Internal and public pre-consultation completed 31/07/16.</p> <p>Strategy drafted 31/10/16.</p>

	Strategy submitted to CHL for approval 05/12/16.
Create a City of London Police Museum in the GHL/CBL complex	Design and build the Heritage Lottery Funded City of London Police Museum by 31/01/17.
Continue to develop the service model options for LMA's accommodation, particularly in relation to the Cultural Hub programme	Options appraisal completed (31/03/17); Roof project completed (31/03/17)
Facilitate and deliver cross-departmental commemorations for the Battle of the Somme 100 th and Great Fire 350 th anniversaries	Yard exhibition and umbrella programme for the Somme delivered across CHL assets 01/06/16. GF350 umbrella website launched 31/07/16. All major public events presented for GF350 by 05/09/16.
Enhance the visitor programme at the Monument, following the completion of buildings works, and assess the feasibility of new visitor facilities.	Achieve the 2016/17 target visitor figure for the Monument by 31/3/17. Finalise action plan for creating new/adapting existing Monument facilities in 17/18, following conducting a full structural/ commercial feasibility study to include consultation with Historic England and CoL Committees.

Our Financial Information:							
	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	10,531	10,587	11,024	11,024	-	10,963	
Premises	1,669	1,948	2,363	2,369	0.3	2,511	
Transport	88	41	89	89	-	89	
Supplies & Services	3,178	2,370	3,275	3,275	-	2,584	1
Third Party Payments	-	-	-	-	-	-	
Contingencies	-	-	-	-	-	-	2
Unidentified Savings	-	-	-	-	-	-	
Total Expenditure	15,466	14,946	16,751	16,757	-	16,147	
Total Income	(7,324)	(5,372)	(6,889)	(7,539)	9.4	(6,793)	
Total Local Risk	8,142	9,574	9,862	9,218	6.5	9,354	
Central Risk	6,493	6,368	6,360	6,360	-	6,303	3
Total Local and Central	14,635	15,942	16,222	15,578	4.0	15,657	
Recharges	6,045	5,433	6,502	6,502	-	6,622	4
Total Net Expenditure	20,680	21,375	22,724	22,080	2.8	22,279	

Notes on Financial Information:

1. The increase to Premises budgets from the Original 2015/16 budget is due to increased repair and maintenance budgets at Tower Bridge.
2. The decrease to Supplies & Services for 2016/17 is due to a fallout of grant income relating only to 2015/16 of £437K, (in particular funding from Finance Committee of £300K for the Great Fire 350th Anniversary), and carry forwards of £162K.
3. The increase to Income budgets from the Original 2015/16 is mainly due to the excellent performance of Tower Bridge following the opening of the new glass flooring in the walkways, which has seen Tower Bridge income budgets increase by around £1.2m.
4. The increase in Recharges from the Original 2015/16 is due to higher Repairs and Maintenance costs (including AWP works) on the Guildhall Complex.

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

Tower Bridge Tourism - The forecast outturn for Tower Bridge Tourism is expected to be £650k (13%) better than budgeted and reflects the success of the Glass Walkways which were opened in November 2014.

Our Staffing is made up of:					
	2011	2012	2013	2014	2015
Headcount	279	298	290	275	283
Turnover	31	39 leavers (1/1-31/12/2012)	33 leavers (1/1-31/12/2013)	33 leavers (1/1-31/12/2014)	34 leavers (1/1-31/12/2015)
Gender	F: 142 (50.9%) M: 137 (49.10%)	F: 156 (52.35%) M: 142 (47.65%)	F: 152 (52.41%) M: 138 (47.59%)	F: 140 (50.91%) M: 135 (49.09%)	F: 151 (53%) M: 132 (47%)
Age range	Under 21=1(0.4%); 61+ =14(5%)	Under 21=1 (0.34%); 61+ =14 (4.7%)	Under 21=1 (0.34%); 61+ =20 (6.9%)	Under 21=1 (0.36%); 61+ =18 (6.35%)	Under 21=1 (0.35%); 61+ =17 (6%)
Ethnicity	White: 220 (84.94%) Asian/Asian British: 13 (5.02%) Black/Black British: 16 (6.18%) Mixed: 6 (2.32%) Other ethnic groups: 4 (1.54%)	White: 227 (84.39%) Asian/Asian British: 12 (4.46%) Black/Black British: 19 (7.06%) Mixed: 6 (2.23%) Other ethnic groups: 5 (1.86%)	White: 226 (82.78%) Asian/Asian British: 15 (5.49%) Black/Black British: 18 (6.59%) Mixed: 7 (2.56%) Other ethnic groups: 7 (2.56%)	White: 215 (83.98%) Asian/Asian British: 16 (6.25%) Black/Black British: 18 (7.03%) Mixed: 7 (2.73%) Other ethnic groups: 2 (0.77%)	White: 216 (76.3%) Asian/Asian British: 18 (6.4%) Black/Black British: 18 (6.4%) Mixed: 10 (3.5%) Other ethnic groups: 0

Notes on Staffing Information

1. Figures correct as at 31/12/15. The headcount increase is due to more casual posts introduced at Tower Bridge/Monument to meet increased customer demand for services.
2. Ethnicity statistics - 21 people chose not to answer. Percentages relate to total number of staff responding.

This information will enable us to compare ourselves with the corporate figures to decide if action is required, promote service planning and succession planning discussions/recruitment with HR. Our CHL Workforce Planning Group will look at how to retain knowledge within the services when staff leave.

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Culture, Heritage & Libraries Department

Appendix three

Director
David Pearson

PA/Office Manager
Rosalina Banfield

Head of Cultural &
Visitor
Development
Nick Bodger

Head of Guildhall &
City Business
Libraries
Sara Pink

Head of Barbican &
Community Libraries
Carol Boswarthack

Director of London
Metropolitan
Archives
Geoff Pick

Policy & Performance
Manager
Margaret Jackson

Head of Tower Bridge
Chris Earlie

Guildhall Art Gallery

Keats House

City Information
Centre

Visitor & Cultural
Development/
Strategy

Guildhall Library

City Business Library

Information Services
Section

Barbican Library

Shoe Lane Library

Artizan Street
Library &
Community Centre

Portsoken Health &
Community Centre

London
Metropolitan
Archives

Policy &
Performance

Facilities and
Services

Monument

Tower Bridge

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CHL Shared Services and Partnerships

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

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

London Fire Brigade; community engagement with local groups and larger organisations such as the Cy Grant Trust, the Salters Company and Toynbee Hall; and cataloguing/conservation/digitisation projects with bodies such as the Tavistock and Portman NHS Foundation Trust, the Wellcome Trust, the British Library and the University of London. It is also leading a major oral history project with the LGBTQ+ community (Speak Out, funded by the Heritage Lottery Fund) and organising an international LGBTQ+ conference with the Bishopsgate Institute and the University of Westminster. Senior LMA staff also lead key sector partnership work involving archive services across the UK, particularly in the fields of security and access, user surveys, volunteering and advocacy.

- Tower Bridge Exhibition is currently hosting the 7th installation in the Art at the Bridge series, entitled 'Building Bridges: a Female Perspective'. This display of work by women artists in the Engine Rooms has been produced in association with Southwark Arts Forum. Work also continues at the Bridge with the Challenge Network, the Southwark Young Pilgrims, the Family Holidays Association and Variety at Work. The relationship between the Bridge and the City Bridge Trust has also been developed positively over the last year.
- Our Visitor Development teams continue to deliver a wide range of partner initiatives, pooling resources, sharing costs and generating sponsorship. Headlines include the City Information Centre and its partnerships with Number 1 Currency, Take One Media and the Northern Tourism Growth Fund which will have collectively earned the Centre 57% of its SBR target in 2016/17; the shared cost Shakespeare Woz Ere campaign with Shakespeare Globe, the Executive Channel and Barbican; self-guided walks delivered in partnership with Shakespeare's Globe, Team London Bridge, the Diocese of London and CoLAT; partnerships for Guildhall Yard activity with the Cheapside Business Alliance, Broadgate and the Diocese of London and a renewed sponsorship arrangement with Grange Hotels for a revised Workers' Guide to the City. Non-financial partnerships include VisitEngland (strategic alliance with the City Information Centre), Pop-Up Screens (cinema in the Yard), Museum of London (Gladiator Games in the Yard), Thames Tideway Tunnel (hoardings promoting Unseen City at Guildhall Art Gallery) and Premier (a new art trail) as well as numerous shared cost and collaborative projects with departments and funded partners; not least of these is a partnership with Museum of London which has enabled the Billingsgate Roman Bathhouse to be opened to the public and generates a small return for investment in other visitor promotions.
- The Guildhall Art Gallery (GAG) has a history of working in partnership. This year, it has joined forces with the Barbican to promote Martin Parr shows at both venues and its Amphitheatre and lower galleries will be used to generate income from hires, enabled through a new collaboration with its neighbour, the City Centre. In 2016/17, it will

partner with Kings College London and the Courtauld Institute, who have contributed funding to a Victorian art show, and it will deliver exhibitions in partnership with Livery Schools Link and with the Museum of Contemporary Art. In addition, the GAG works with external groups to bring new art into the City, as well as individual artists and curators; it has a close relationship with the City Guides who run tours of the gallery and of the Guildhall (joining up our offer); it is part of "Guildhall Galleries", a marketing partnership promoting Guildhall Library, the Guildhall and St Lawrence Jewry as well as the Gallery; and it works with the Museum of London to deliver on-going education and events associated with the Roman Amphitheatre. Internal partnerships include developing activities with Community and Children's Services for the Community Fair, a partnership with Tower Bridge to deliver a refreshed retail offer to its shop, and working with City of London School for Girls to deliver Kid in Museums activities.

- The Policy & Performance Team helps to promote cross-service and cross-departmental working by fostering engagement and information sharing through a variety of forums.
- City Business Library has a partnership with the Economic Development Office, pooling our resources to align business planning for enterprise support, work together on the development of a CoL Enterprise strategy and play an active role in supporting the employability agenda.
- Guildhall and City Business Libraries are exploring partnership working with Community & Children's Services to provide accommodation space for their adult learning programmes.
- Guildhall Library is working in partnership with the City of London Police to accommodate their Museum, as part of the accommodation review. This initiative is fully funded by the Heritage Lottery Fund.
- Guildhall and City Business Libraries ongoing events, exhibitions and educational programmes are delivered in partnership with a wide range of organisations including the Livery Companies, The Army Museum, Sir John Cass School, Nat West, the British Postal Museum and Archive, the University of Bath, the University of London and the National Maritime Museum. Some receive external funding.
- City Business Library has a partnership with the Business School at London Metropolitan University to mutually support business start-up students.

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CHL All Fields Report

Generated on: 06 May 2016 17:11

Code	CHL CVD 001	Title	City Information Centre Temperature control
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Description	Cause: Malfunction of air conditioning/heating system. Event: Discomfort at best, illness at worst to both staff and international visitors. Impact: Loss of income, reputational damage at international level.		
Category	Health and Safety	Approach	Reduce (By appropriate remedial action)
Risk Level	Service	Risk Owner	Faith Bowman; Margaret Jackson
Strategic Aim	Dept. Strategic Aim 2) To transform the sense of the City as a destination.	Key Policy Priority	KPP5
Department	Department of Culture, Heritage and Libraries	Committee	Culture, Heritage and Libraries Committee

Current Risk Assessment, Score & Trend Comparison		
Likelihood	Rare	
Impact	Serious	
Risk Score	2	
Review Date	06-May-2016	

Target Risk Assessment & Score		
Likelihood	Rare	
Impact	Minor	
Risk Score	1	
Target Date	31-May-2016	

Latest Note	Repairs took place by City Surveyor's however, a problem with the system has occurred, making this risk live once again.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
CHL CVD 001a	CIC air con/heating repair	City Surveyor's to arrange repairs through FM contractor a.s.a.p.	Inma Ferrer	31-Oct-2015	100%	Further visits made by contractors and air con working. Underfloor heating system is being monitored by City Surveyors. Completed

Code	CHL GAG 001	Title	Security of collections held within the Department's Art Gallery premises
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Description	Cause: Vandalism of a statue/destruction of a painting or other work of art. Event: Damage to our historic and cultural collections. Impact: Artworks would be removed from public view and attract adverse press coverage.		
Category	Reputation	Approach	Reduce (By appropriate remedial action)
Risk Level	Departmental	Risk Owner	Margaret Jackson; Jeremy Johnson
Strategic Aim	Strategic Aim 3	Key Policy Priority	KPP5
Department	Department of Culture, Heritage and Libraries	Committee	Culture, Heritage and Libraries Committee

Current Risk Assessment, Score & Trend Comparison		Target Risk Assessment & Score	
Likelihood	Unlikely	Likelihood	Rare
Impact	Major	Impact	Major
Risk Score	8	Risk Score	4
Review Date	19-Apr-2016	Target Date	31-Mar-2017


Latest Note	Risk revised following advice from Audit and Risk Sub Committee meeting.
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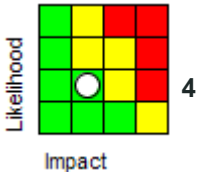
Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
CHL GAG 001a	Insurance reviewed annually.	Update insurance requirements annually to ensure relevant items are covered in the policy.	Vicky Carroll	16-Sep-2016	0%	Insurance requirements reviewed annually.

Code	CHL GL 001	Title	Risk of flooding in lower ground levels high value storage areas at Guildhall Libraries.
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Description	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.		
Category	Reputation	Approach	Reduce (By appropriate remedial action)
Risk Level	Departmental	Risk Owner	Alan Day
Strategic Aim	SA3 - To provide valued services to London and the nation.	Key Policy Priority	KPP5
Department	Department of Culture, Heritage and Libraries	Committee	Culture, Heritage and Libraries Committee

Current Risk Assessment, Score & Trend Comparison	 <p>Likelihood</p> <p>Impact</p> <p>4 ↓ Decreased Risk Score</p>
Likelihood	Unlikely
Impact	Serious
Risk Score	4
Review Date	19-Apr-2016

Target Risk Assessment & Score	 <p>Likelihood</p> <p>Impact</p> <p>4</p>
Likelihood	Unlikely
Impact	Serious
Risk Score	4
Target Date	31-Mar-2016

Latest Note	Pavement works carried out by City Surveyor's have proved successful. This risk has been reduced enough to be removed from the risk register.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
CHL GL 001a	Monitoring period.	Monitor water trough after pavement works for signs of leakage.	Dorian Price	31-Mar-2016	0%	No new leaks identified in December/January. Monitoring continues. Completed.

Code	CHL PP 001	Title	Loss of IT at multiple public facing sites in the department
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Description	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.		
Category	Reputation	Approach	Reduce (By appropriate remedial action)
Risk Level	Departmental	Risk Owner	David Pearson
Strategic Aim	Strategic Aims 1 and 2	Key Policy Priority	KPP1 KPP2 and KPP5
Department	Department of Culture, Heritage and Libraries	Committee	Culture, Heritage and Libraries Committee

Current Risk Assessment, Score & Trend Comparison	 8 ↔ No change
Likelihood	Likely
Impact	Serious
Risk Score	8

Target Risk Assessment & Score	 6
Likelihood	Possible
Impact	Serious
Risk Score	6

Review Date	19-Apr-2016	Target Date	31-Aug-2016
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Latest Note	Some progress made with IT section work programmes which have reduced the number of outages since December 2015.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
CHL PP 001a	Incident escalation.	Escalate with IS Service Desk as soon as an incident occurs.	Sara Pink	01-Nov-2016	40%	All sites reporting incidents to IS Service Desk as required.

Code	CHL TBM 001	Title	The effect of terrorism on the tourism business at Tower Bridge & Monument
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Description D 20 0 5 1	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.			
	Category	Financial	Approach	Reduce (By appropriate remedial action)
	Risk Level	Departmental	Risk Owner	Jamie Bottono; Margaret Jackson
	Strategic Aim	Departmental Strategic Aim 2	Key Policy Priority	KPP5
	Department	Department of Culture, Heritage and Libraries	Committee	Culture, Heritage and Libraries Committee

Current Risk Assessment, Score & Trend Comparison		12 ↔ No change
Likelihood	Possible	

Target Risk Assessment & Score		12
Likelihood	Possible	

Impact	Major
Risk Score	12
Review Date	17-Mar-2016

Impact	Major
Risk Score	12
Target Date	31-Mar-2017

Latest Note	No change to risk rating. Upgrade of analogue cameras to digital in progress.
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
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.	Chris Earlie	30-Jun-2016	0%	The Public Security Improvement Activity Assessment which is used to assess security measures at crowded places is regularly reviewed and the next review meeting with the City of London Police is on 14th March 2016.

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N.B. The CHL departmental Management Team is currently taking part in Risk Management workshops with the Corporate Risk Adviser to identify/update all departmental and service level risks. The results of these workshops will be brought to the next Committee meeting as part of a separate risk report.

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

			<i>be completed.</i>
<i>City Business Library - reconfiguration</i>	<i>£30-50,000</i>	<i>City Fund</i>	<i>2016-17</i>
<i>Clockmakers' Museum space – reconfiguration and refurbishment</i>	<i>£10-20,000</i>	<i>City Fund</i>	<i>City of London Police Museum signed up – 2016/17</i>
<i>Historic repairs Keats House / 10 Keats Grove</i>	<i>£1M</i>	<i>City Fund</i>	<i>2016 -17</i>
<i>Space Heating ductwork replacement at LMA</i>	<i>£100,000</i>	<i>City Fund Additional Works Programme</i>	<i>2018 -19</i>
<i>Space Heating AHU (Air Handling units) replacement at LMA</i>	<i>£120,000</i>	<i>City Fund Additional Works Programme</i>	<i>2018 -19</i>

Committee(s)	Dated:
Culture, Heritage and Libraries Committee	23 May 2016
Subject: Income Generation: response to cross-cutting service based review (museums and galleries)	Public
Report of: David Pearson, Director of Culture, Heritage and Libraries	For Information
Report author: Nick Bodger, Head of Cultural and Visitor Development, CHL	

Summary

In March, your committee received a report of the Chamberlain in which a recommendation was made to review charging and income generation opportunities for museums and galleries supported by our City Fund. The recommendation was made in light of figures that highlighted a level of income in relation to expenditure for the City of only 1% against a London average of 8% based on standard Chartered Institute of Public Finance and Accountancy (CIPFA) returns information.

This report examines these figures in more detail and shows that the actual ratio of income to total expenditure is closer to 18% for museums and galleries supported by the City Fund and 34% for those supported by the City's Cash. This is because the CIPFA return is a standard local government measure which did not include the very significant income generated by the Museum of London or income generated but credited to other local risk budgets. These figures far surpass the London average and highlight the business acumen of staff across the City's portfolio of museums and galleries, responsible guardianship and an ability to deliver best value for the public purse, as well as for the City's private funds.

The report also looks at plans going forward and highlights the commitment of officers to deliver greater revenues for assets in light of Service Based Review targets and reductions to public grants, concluding that the City's museums and galleries are well placed to continue to thrive in a volatile financial landscape, given the iterative appraising of options to deliver robust and efficient solutions that officers undertake.

Recommendation(s)

Members are asked to:

- Note the contents of this report

Main Report

Background

1. In March, your committee received a report of the Chamberlain (on behalf of the Chief Officers' Summit Group) entitled *Income Generation: Report of a Cross-Cutting Service Based Review*. Under the section *Publicly Funded Services – Benchmarking Fees, Charges and Reclaimable Costs*, a recommendation was made to review charging and income generation opportunities for City-of-London-funded museums and galleries and so increase revenues.
2. This recommendation was made in light of figures highlighted within the report which showed the City's annual expenditure from its City Fund for 2013/14 to be £6,973,000 against an income of only £68,000, the ratio being 1%, a full 7% lower than the London average for the same year (as measured by the Chartered Institute of Public Finance and Accountancy (CIPFA) standard returns).
3. Working with the Chamberlain, Remembrancer and Museum of London, your Culture, Heritage and Libraries department has examined these figures in more detail and – while embracing the opportunity to undertake such a timely exercise in light of Service Based Review (SBR) savings and the ever-greater need to ensure the City's investment is used efficiently and effectively – has identified that the standard CIPFA return data does not give the full picture.
4. Looking at the data more widely gives a much more positive result. If the whole of the results of the Museum of London are included, not just the City's grant funding element but all funding and commercial income, then the income to expenditure ratio is 18.1%
5. The CIPFA totals (as shown in Appendix 1) indicate a total expenditure for all London galleries and museums of £23,192,000, with a total income of £2,086,000 – this indicates a ratio of 9% for the London average (1% higher than quoted in the report). In the City's case, total income is actually shown at £91,000, slightly increasing its income to expenditure ratio by 0.4%.
6. In addition, the Museum of London grant makes up 78% of the City Fund expenditure shown in the CIPFA return but the associated Museum income, along with other sources of funding is not included in the return (as the City does not directly receive the money). This results in the City's percentage being so very low at only 1%. It is not clear to what extent all or some other local government organisations listed fund external bodies and do not directly receive any income, making the CIPFA London average a difficult benchmark to interpret.

Current Position

7. The City Fund's expenditure on museums and galleries from its City Fund (accounted for in the CIPFA returns) includes the Museum of London, the Guildhall Art Gallery (and Amphitheatre), Billingsgate Roman Bathhouse and Prince Henry's Room.

8. Looking at each of these in turn, the City made an annual grant of £5,292,000 to the Museum of London in 2013/14. In that same year, the Museum actually earned an additional total of £13,946,000 in grants and sponsorship, and in commercial income from hires, licensing and retail. However, since the standard CIPFA return only measured income directly coming to the City this figure is not included in the original analysis. If the total income and expenditure of Museum Of London was included, then the overall ratio of income to expenditure would be 18.8% for that year.
9. Similarly, for the Guildhall Art Gallery (GAG), income from lettings is not included in the CIPFA return as it is rolled up in the commercial hire package for the whole complex and thus credited elsewhere in the City's accounts. Individual income figures for specific areas of Guildhall are very difficult to extrapolate because they are hired through a combination of paid, non-paid and City-led bookings and because, in the Gallery's case at least, availability to hire is often limited because other events in the complex require its toilets and cloakrooms. In 2015/16, it was used seven times with no other rooms in the complex being hired (these were all City events and so no income was generated), it was booked 36 times along with other Guildhall rooms (generating some direct income) and there were 68 times when it could not have been sold due to other events taking place in the complex.
10. Because most venues rely on significant income from commercial hire, this puts the Gallery at a disadvantage. Despite this, it has delivered an average 2.8% income to expenditure ratio over the last three years which grows significantly if the seven full bookings taken by Remembrancer's last year and the 36 bookings in part are monetised to a commercial value of £5,000 and £2,500 respectively and a return of £125,000 is added to this figure (this makes a healthier average 9.8% ratio). This is a modest estimation and does not consider the 68 times when the gallery was unavailable or the fact that it is not proactively marketed because its hire precludes other Guildhall bookings.
11. For the Roman Bathhouse, no income was generated in 2013/14, or in 2014/15; but in 2015/16, your Visitor Development Team brokered a deal with Museum of London which saw a four-month pilot of weekend openings. This delivered a total ratio of income to expenditure on the City's and Museum of London's expenditure to realise these openings of 12.8%. A newly agreed arrangement with the Museum will see the Bathhouse open for longer this coming financial year and thus a higher yield in ticket income is expected, boosting this ratio.
12. For Prince Henry's Room, Members will recall a decision made by the CHL Committee in October 2012 to return this asset to the City Surveyor for commercial letting. Again, income from letting is accounted for in the City Surveyor's budget and not against the expenditure code. In 2015/16, no expenditure was made against the City Fund for Prince Henry's Room (and only minimal expenditure in the previous two years, but it returned in rental income a total of £12,500 in both 2014/15 and in 2015/16, significantly surpassing the London average.
13. Overall, City Fund expenditure in museums and galleries for the past three years has delivered an income to expenditure ratio as follows:

CITY FUND

Year	CoL funding (£000)	Other funding (£000)	Commercial income (£000)	Total funding and income (equ to expenditure) (£000)**	Ratio commercial income to total expenditure (%)
2013/14	6,974	10,361	3,676	21,011	17.5
2014/15	7,038	10,023	3,689	20,750	17.8
2015/16*	7,139	10,156	4,136	21,431	19.3
Average all 3 years	7,050	10,180	3,834	21,064	18.1

* 2015/16 figures are estimated ahead of year end

** Income totals do not include commercial hire for Guildhall Art Gallery nor letting income for Prince Henry's Room; capital expenditure and grants for all assets are not included, nor is income from investments

14. To benchmark these totals and to ensure that those museums and galleries funded by the City from other sources are performing well, your officers have also examined relevant assets funded by City's Cash. These are not covered by the CIPFA report which only looks at local authority (City Fund) activities. These include Keats House, Monument, the Heritage Gallery and the Artichoke Great Fire project (2015/16 only). The results show a healthy income to expenditure ratio on City's Cash spend (34.5%).

CITY'S CASH

Year	CoL funding (£000)	Other funding (£000)	Commercial income (£000)	Total funding and income (equ to expenditure)(£000)**	Ratio total commercial income to expenditure (%)
2013/14	616	0	581	581	48.5
2014/15	704	100	664	764	45.2
2015/16*	1,159	1,205	746	1,951	24.0
Average all 3 years	826	435	664	1,099	34.5

* 2015/16 figures are estimated ahead of year end

** Income totals do not include capital expenditure and grants for all assets are not included, nor is income from investments

15. Of these assets, while Monument and Keats House show a very healthy average ratio on City expenditure over the three years considered (56% and 23% respectively), a series of circumstances prevent the Heritage Gallery making money because it is non-charging and can derive no income from hires due to it being part of the Guildhall complex hire package (see items 9-10 above).
16. Note in addition the Artichoke Great Fire investment of £300,000 from City's Cash (2015/16 only) has generated additional sponsorship of £1,200,000 to date.

Proposals

17. While these figures show a high-performing income to expenditure ratio against the London average, there is no room for complacency and your officers across all assets are working to achieve ever greater returns.
18. New initiatives from April 2016 include:
 - a. the transference of the retail operation from GAG to Tower Bridge, using their commercial acumen to deliver greater spend per head;
 - b. a new partnership between the City Centre and GAG to enable private/commercial hires of the Amphitheatre space and the lower galleries, along with City Centre spaces (and outside of the Guildhall complex hire arrangements);
 - c. a revised charging policy for GAG education, talks, tours, loans and conservation;
 - d. a new partnership with Museum of London to grow Roman Bathhouse opening opportunities and so increase income;
 - e. 3% and 10% stretch targets introduced for Keats House footfall and retail respectively;
 - f. an options appraisal to realise Keats House SBR targets (presented to this meeting);
 - g. funding and commercial strategies for the Museum of London's move to West Smithfield being developed, exploiting the opportunities that this project will afford; and
 - h. a feasibility study for Monument to look at options for developing the heritage and retail offer for visitors, with increased returns anticipated from 2017/18.

Corporate & Strategic Implications

19. The City Corporation is a significant sponsor of London's museums and galleries (marginally behind the GLA, it the largest local government funder of heritage assets in London with a total investment that is 33% of the all-London total).
20. Furthermore, its ratio of income to expenditure surpasses that of all authorities shown in CIPFA's analysis (see Appendix 1).
21. This investment accords with the City's Supporting London agenda and the commitments of its Cultural and Visitor Strategies to animate the Square Mile and provide ever-greater access to its assets for all communities.

Conclusion

22. It has been a useful and timely exercise for your officers to explore the City's ratio of income to expenditure in relation to its spend on museums and

galleries. From this work, it has become clear that the City Corporation is achieving a significantly higher level of return than the London average.

23. Furthermore, as this report shows, a continued drive by officers to deliver ever-greater revenues is likely to drive this ratio higher in future years, with new opportunities being explored on a regular basis and many plans already in place.
24. This is a good news story for the City and, in light of SBR targets, instils confidence in the ability of our museums and galleries to survive a changing and volatile financial landscape where reliance on public funding is decreasing year-on-year.

Appendices

- Appendix 1 – CIPFA Statistics for income against expenditure, museums and galleries in London

Background Papers

Income generation: report of a cross-cutting service based review – report of the Chamberlain (on behalf of the Chief Officer's Summit Group, received by your Committee on 7 March 2016)

Prince Henry's Room: proposals for public access – report of the Director of Culture, Heritage and Libraries, received by your Committee on 22 October 2012

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CIPFA STATISTICS 2013-14 ACTUALS

LOCAL AUTHORITY	Museums and galleries								
	Expenditure			Income			Total Cost		
	Employees £'000	Running Expenses £'000	Total Expenditure £'000	Sales, Fees & Charges £'000	Other Income £'000	Total Income £'000	Net Current Expenditure £'000	Capital Charges £'000	Net Total Cost £'000
LONDON									
City of London	345	6,628	6,973	(68)	(23)	(91)	6,882	825	7,707
Greater London Authority	-	7,600	7,600	-	-	-	7,600	1,300	8,900
INNER LONDON									
Camden	-	-	-	-	-	-	-	-	-
Greenwich	235	262	497	(20)	(20)	(40)	457	1	458
Hackney	150	491	641	(31)	(71)	(102)	539	-	539
Hammersmith & Fulham	2	51	53	(3)	-	(3)	50	442	492
Islington	-	-	-	-	-	-	-	-	-
Kensington & Chelsea	239	987	1,226	(386)	(117)	(503)	723	196	919
Lambeth	-	-	-	-	-	-	-	-	-
Lewisham	-	-	-	-	-	-	-	-	-
Southwark	149	613	762	(5)	(23)	(28)	734	351	1,085
Tower Hamlets	-	-	-	-	-	-	-	-	-
Wandsworth	-	-	-	-	-	-	-	-	-
Westminster	-	-	-	-	-	-	-	-	-
OUTER LONDON									
Barking & Dagenham	-	-	-	-	-	-	-	-	-
Barnet	-	60	60	-	-	-	60	15	75
Bexley	-	-	-	-	-	-	-	-	-
Brent	-	-	-	-	-	-	-	-	-
Bromley	118	113	231	(7)	(24)	(31)	200	-	200
Croydon	201	147	348	(5)	-	(5)	343	-	343
Ealing	465	525	990	(98)	(4)	(102)	888	(56)	832
Enfield	77	227	304	-	(23)	(23)	281	-	281
Haringey	131	166	297	(53)	(32)	(85)	212	49	261
Harrow	66	198	264	(33)	-	(33)	231	8	239
Havering	19	6	25	-	-	-	25	3	28
Hillingdon	-	-	-	-	-	-	-	-	-
Hounslow	-	125	125	-	(141)	(141)	(16)	131	115
Kingston-upon-Thames	237	127	364	(5)	(41)	(46)	318	18	336
Merton	-	32	32	-	(1)	(1)	32	-	32
Newham	-	-	-	-	-	-	-	-	-
Redbridge	157	85	242	(2)	-	(2)	240	-	240
Richmond-upon-Thames	388	421	809	(158)	(58)	(216)	593	864	1,457
Sutton	155	146	301	(15)	(22)	(37)	264	179	443
Waltham Forest	426	622	1,048	(292)	(305)	(597)	451	3,068	3,519
Totals									
Total Inner London	775	2,404	3,179	(445)	(231)	(676)	2,503	990	3,493
Total Outer London	2,440	3,000	5,440	(668)	(651)	(1,319)	4,122	4,279	8,401
Total London (inc. City & GLA)	3,560	19,632	23,192	(1,181)	(905)	(2,086)	21,107	7,394	28,501

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Committees:	Date:	Item no.
Culture, Heritage and Libraries Education Board Projects Sub	23/05/2016 21/07/2016 Sept/Oct 2016	
Subject: New Fully Accessible Learning and Community Engagement Centre at Tower Bridge - Installation of New Floor in the North Tower		Public
Report author: Anthonia Ifeanyi-Okoro		For Decision
Report of: Director of Culture Heritage and Libraries		

Project Summary

1. Context	<p>Education provision at Tower Bridge Exhibition has received acclaim since launch in 2014. Tower Bridge has seen growth in demand for both its formal and informal learning provision: 35 learning sessions were facilitated in 2014/15, with growth to 95 sessions in 2015/16 (170%) and engagement with 1,322 pupils with growth to 2,843 (115%).</p> <p>A significant proportion of schools make repeat visits and the feedback collated emphasises just how improved the experience has become since the launch of the program.</p> <p>The current learning centre however, is inaccessible for certain groups. Its accommodation is limited and access restricted, meaning that education groups with specific needs e.g. wheelchair users cannot be accommodated. The learning centre, in one of the bridge's small stone abutments, can only comfortably accommodate half a standard school class at one time. Where schools want to bring more students, they need to split visits across several days, increasing costs for these organisations, and reducing the total number of students and schools with which the learning programme can engage. In its second year of operation, the learning programme has reached the point at which some schools are sadly being turned away due to the limits of the learning centre. A new fully accessible centre will enable the City to engage meaningfully with more groups in London and the neighbouring boroughs, and generate further income.</p> <p>The Tower Bridge Learning team is also responsible for Community Engagement, delivering activities locally at the learning centre, as well as in the local communities of Tower Hamlets, Southwark and the City. Unfortunately, due to the limited accessibility of the learning centre, there have been occasions in which it has not been possible to accommodate the needs of community partner organisations.</p>
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	<p>The learning centre is also required for family learning activities and to accommodate the ambition to host adult learning in future. An improved facility would enable Tower Bridge meet and exceed the provision of peers in the sector.</p> <p>Education and community engagement are priorities both at Tower Bridge and the wider City of London Corporation, the Corporation's 2013 – 2015 Education Strategy is, <i>“to maximise the educational opportunities that its cultural, heritage and environmental assets offer to City residents, the City schools and children throughout London”</i> and the Tower Bridge learning strategy <i>“to enthuse, inform and inspire learners through the exploration of Tower Bridge’s history, purpose, engineering, architecture and people”</i>. This project therefore seeks to establish a fully accessible, high quality learning space which conforms to best practice, including accessibility and catering to the requirements of all sectors of society.</p> <p>An additional benefit of the proposed project is the partial provision of suitable office accommodation for 2 of the 5 person Exhibition management team which currently operates from a small office (8.9m²) in the north tower with only 2 work stations and very limited space. The provision of new space for the Exhibition management team was discussed at the Project Sub Committee in 2015; advice was given that alternative space arrangements should be considered. This assessment has been carried out and there is no alternative space at Tower Bridge as office space is currently at capacity. The operational nature of the Exhibition management team roles also make alternate location offsite e.g. Guildhall, unsuitable.</p>
<p>2. Brief description of project</p>	<p>To install a new mezzanine floor between Levels 2 & 3, North Tower; to create a fully functional Learning and Community Engagement Centre.</p> <p>An identical project in the South Tower was completed in June 2013 measuring 55m². This project went through all necessary approvals with external/local bodies and English Heritage. This project saw the effective creation of space within an historic structure which is otherwise naturally limited: it works well operationally and is of significant use to the event management contractor in relation to the growing and successful events business at Tower Bridge.</p> <p>The current learning centre would be used as a secondary space for community group events where possible according to the growing demand at Tower Bridge: the Learning team quite regularly receive requests for multiple events/sessions to take place simultaneously which is currently not possible. It would also serve as additional training space/meeting room for Tower Bridge staff to help cope with limited meeting space at the permanent office facility on the south side of the Bridge.</p>
<p>3. Consequences if project not approved</p>	<ul style="list-style-type: none"> • Potential reputational issue for the organisation in not providing a fully accessible facility for Learning and Community Engagement which aligns with the growing

	<p>tourism business at Tower Bridge and the modern expectations of school groups, visitors and community partner organisations.</p> <ul style="list-style-type: none"> • Not meeting current demands for educational content and not positioning ourselves for growth in the future. • Increased operational risk where the ability Exhibition Management Team to effectively undertake administration/management duties is hindered through lack of appropriate facilities.
4. Success criteria	<ul style="list-style-type: none"> • The creation of a high quality, fully accessible, functional Learning and Community Engagement Centre. • The creation of additional usable accommodation to service the needs of Exhibition Management Team.
5. Notable exclusions	<ul style="list-style-type: none"> • None
6. Governance arrangements	<p>Spending Committee: Culture, Heritage and Libraries</p> <p>Senior Responsible Officer: Chris Earlie, Head of Tower Bridge</p> <p>Project Board: Yes</p>

Prioritisation

7. Link to Strategic Aims	3. To provide valued services to London and the nation
8. Links to existing strategies, programmes and projects	<ul style="list-style-type: none"> • City of London Core Value - The right services at the right price. <i>Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation</i> • The City of London Strategic Plan KPP4 - Maximising the opportunities and benefits afforded by our role in supporting London's communities. <i>'Promote high quality education by working collaboratively across City of London departments and with external partners to deliver the City Corporation's Education Strategy'</i> • Strategic priority 1 within City of London Corporation's 2016-19 Education Strategy; <i>'We will ensure that the City Corporation's outstanding cultural and historical resources enrich the creative experience of London's learners'</i> and within this objective specifically <i>'Provide further opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond'</i>. • Tower Bridge learning strategy; <i>'To enthuse, inform and inspire learners through the exploration of Tower Bridge's history, purpose, engineering, architecture and people'</i>
9. Project category	6. Improvements in productivity/efficiency

10. Project priority	B. Advisable
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Options Appraisal

11. Overview of options	<ul style="list-style-type: none"> • Install a new mezzanine floor between Levels 3 & 4, North Tower for fully accessible Learning and Community Engagement; create additional office space for the Exhibition/Event Management Team (5 work stations). • Continue with the existing arrangements with limited facilities/accessibility for Learning and Community Engagement, and Exhibition/Event Management.
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Project Planning

12. Programme and key dates	<p>Overall programme:</p> <ul style="list-style-type: none"> • May 2016 – Culture Heritage and Libraries CHL Committee, resources allocation and decision, • August/September 2016 – Projects Sub Committee, • November 2016 – Appoint structural engineer, detailed design consultant and quantity surveyor, • February 2017 – Gateway 3/4, • March 2017 – Procurement exercise and appoint contractor, • May 2017 – Gateway 5 (Chief Officer), • June 2017 – Commence works, • August 2017 – Complete works
13. Risk implications	Overall project risk: Green
14. Stakeholders and consultees	<p>Internal: City Surveyor and the Chamberlain have been consulted.</p> <p>External: visiting school groups (London and nation-wide) and community engagement partners. One such community-facing organisation is Variety at Work, which regularly brings groups of children with emotional and learning difficulties to Tower Bridge. On this proposed project Variety requested the following be communicated: “The children have positive stories and these experiences such as Tower Bridge Exhibition are vital for children, so that they can learn directly from the source and to have use of a fully accessible learning space with lunch room facilities would open up the opportunity to a lot more children who travel from outside of London as well. The visit to Tower Bridge is a very popular request under our Educational visits and we are extremely grateful to the staff who are welcoming, friendly and above all knowledgeable, making an interesting visit for the children. We would welcome any plans to extend and enhance these visits.”</p>

Resource Implications

15. Total estimated cost	2. £250k to £5m Likely cost range: Up to £350k
16. Funding strategy	<p>The ring fenced Tower Bridge Tourism Revenue Budget 2016/17 which is dedicated to delivering continued improvements at the Bridge. Funds for this project have been provisionally earmarked and no further funding would be required in addition to this. There is a realistic idea of the cost from the outset as this project for the North Tower is identical to that completed in the South Tower in 2013.</p>
17. On-going revenue implications	<p>With the provision of additional facilities, the continued growth and demand for Learning and Community Engagement will be catered to which will result in increased revenue. The current learning centre is at capacity, and schools are being turned away.</p> <p>The new space will also increase the Tower Bridge engagement reach, and its range of learning delivery. It will have multi-functionality at the heart of its design, enabling creative, innovative learning sessions, will be suitable for families, and will open up new opportunities to engage with adult learners.</p>
18. Investment appraisal	<p>Although the new learning centre would be likely to result in additional income indirectly (the Schools Learning Programme and use of the space for community engagement activities are offered at no charge but any group participating and then also entering the Bridge as a visitor attraction will naturally pay admission) the main objective here is to achieve the City's aims and objectives relating to Education as specified in Section 8 rather than income generation, and in this regard a financial 'payback period' would not apply. The payback is therefore qualitative as it relates to improving accessibility and education.</p>
19. Procurement strategy	<p>The project will be progressed with the City Surveyor's Department in liaison with City Procurement and be considered by the Tower Bridge Steering Group to procure Tower Bridge projects in an efficient and effective manner and ensure they are co-ordinated and delivered successfully.</p> <p>It would be advantageous to include the contractor who carried out the works to the south tower in the procurement process as they have the necessary experience and knowledge which may realise a saving.</p>
20. Legal implications	None
21. Corporate property implications	<p>The provision of the learning space at Tower Bridge will remove the requirement for additional space to be provided elsewhere.</p>

22. Traffic implications	None
23. Sustainability and energy implications	None
24. IT implications	There will be additional IT infrastructure to service the new floor and the IT Division will be consulted on our requirements.
25. Equality Impact Assessment	An equality impact assessment will be undertaken

Recommended Course of Action

26. Next steps	<ul style="list-style-type: none"> • Appoint structural engineers to confirm feasibility of providing a new floor in the north tower and develop the design, • Appoint Quantity Surveyor to undertake a cost appraisal, • Obtain listed building consent from London Borough of Tower Hamlets, • Prepare tender documentation and seek advice from City Surveyor and City Procurement on procurement route. 			
27. Approval track and next Gateway	Approval track: 2. Regular Next Gateway: Gateway 3/4 - Options Appraisal (Regular)			
28. Resource requirements to reach next Gateway	Item	Reason	Cost (£)	Funding Source
	Consultant Structural Engineer	To carry out feasibility study and structural design	5,000	Tower Bridge Tourism Revenue Budget
	Tower Bridge Consultant Engineer (Aecom)	To provide the necessary reassurance with regards to the proposals	3,000	Tower Bridge Tourism Revenue Budget
	Detailed Design Consultant	To identify and detail all associated works	30,000	Tower Bridge Tourism Revenue Budget

	Quantity Surveyor	To undertake a cost appraisal of the agreed design	5,000	Tower Bridge Tourism Revenue Budget	

Contact

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Committees:	Dates:
Streets and Walkways (for Decision)	9 May 2016
Projects Sub (for Decision)	11 May 2016
Community and Children’s Services (for decision)	13 May 2016
Culture Heritage and Libraries (for information)	23 May 2016
Subject:	Public
Gateway 4 - Middlesex Street Area - Redesign of new public space in Artizan Street post ramp demolition (phase B)	
Report of:	
Joint report of the Director of the Built Environment and the Director of Community and Children’s Services	
Report author:	For Information
Leila Ben-Hassel, Department of the Built Environment	

Summary - Dashboard

- (i) Project status: Green
- (ii) Timeline: Gateway 4
- (iii) Total project estimated cost: £994,755, inclusive of all evaluation costs.
- (iv) Spent to date: £47,755
- (v) Overall project risk: low

Progress to date

This project involves the removal of two redundant car park ramps in the area outside the Artizan Street Library and Petticoat Tower in the Middlesex Street Estate to create a new landscaped space for use by the local community and for the benefit of the library and community centre – see map of project area in Appendix 1.

In May 2013, Members considered outline options (Gateway 3) and approved to progress ‘*Option 3 – Remove both redundant car park ramps and enhance the new public space in Artizan Street for residents, local users the new Library and Community Centre*’.

In July 2014, Members approved splitting the project in two phases:

- Phase A of the project comprises of the demolition of the 2 car park ramps. These works were completed in May 2015. However it was not possible to remove one last section of ramp due to structural constraints. See pictures of the area pre and post-ramp demolition in Appendix 2.
- Phase B consists of the options appraisal of the last section of ramp (incl. structural investigations) and the re-landscaping of the newly created space.

In May 2015, initial consultation workshops were undertaken with residents to identify key issues related to the existing space and understand their aspirations for the re-landscaping of the new space. The feedback formed the basis of the design brief to produce initial design options. The ‘Green Oasis’ option (enhancement mostly through greening) and ‘Urban Piazza’ option (enhancement through greening and public art such as mosaics) were presented to residents during options appraisal workshops held at the end of September 2015. The Green Oasis option was unanimously chosen by residents and was therefore progressed as the preferred option and submitted to estate-wide public consultation in December 2015.

During the public consultation, options were proposed to residents on treatments for the last section of redundant ramp (informed by structural investigations), materials, planting design, and the new Petticoat Tower entrance canopy which is proposed to be included in the project scope. The public consultation materials illustrating how the design evolved through the engagement are made available in the Members' Reading room.

The entire project area is located over underground structures, including foundations of the neighbouring hotel and petticoat tower, the basement car park and the LUL Metropolitan Line Tunnel. From January to April 2016, surveys of the project area (topography and underground services) and trial holes were undertaken to assess the feasibility of the proposals and finalise the detailed design.

Proposed Way Forward

The removal of the ramps approved by Members in July 2014, has left the site area in a temporary state (temporary surfacing, drainage, unsightly concrete finishes) with ponding issues, illegal parking and risks of traffic over-runs (concrete blocks have been installed on a temporary basis to control vehicle access and ensure safety). Pictures of pre and post demolition of the ramps are included in Appendix 2. Local residents, occupiers and Ward Members are keen to see the transformation of the space completed with the design to which they actively contributed.

Approval is now sought to move forward with the detailed design of the option selected during public consultation held in December 2015, to which residents, Ward Members, local users and occupiers were invited. Further consultation with these key stakeholders will be undertaken on materials, finishes and the planting.

Next steps include finalising the structural design and undertaking statutory consultation on the necessary traffic orders in relation to the redundant section of carriageway before seeking authority to start work in summer 2016.

Procurement Approach

To date the designs have been developed by an external landscape consultant appointed following a formal expression of interest, under the direction of City's Built Environment officers with input from the City Housing Division, the Open Spaces' City Gardens Division, residents of the Middlesex Street estate (incl. Ward Members) and occupiers along White Kennett Street.

In terms of construction, it is proposed that the works are carried out in phases to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office, as well as vehicular access to the ground floor and underground car parks, is maintained throughout the works in order to limit disruption to local occupiers and residents. The use of the City's term contractor (currently JB Riney) is therefore recommended as it offers the flexibility to enable this approach to be taken forward efficiently and at minimum cost. Their successful track record in effective liaison with residents and occupiers will also be critical to the smooth delivery of the works.

Financial Implications

The enhancement of the Middlesex Street area is a high priority of the Liverpool Area Enhancement Strategy (adopted in 2013). The proposals meet its key strategic objectives approved by Members. They are proposed to be fully funded from the Section 106 contributions relating to the following developments:

- 100 Bishopsgate: the S.106 Local Community and Environmental Improvements funding pot is to be used *‘for local community and environmental improvements to the public realm or for such other purposes for the benefit of the vicinity of the Development’* in consultation with the owner.
- 5 Broadgate: the S.106 Local Community and Environmental Improvements funding pot can be used *for ‘health and welfare, leisure and recreation, street scene and air quality improvements in the vicinity of the site’* in consultation and agreement with the owner.

Officers recommend the use of these funds as most suitable for this project, in accordance with the Member-approved list of high priority projects within the boundary of the Liverpool Street Area Enhancement Strategy. The total funding for the implementation budget will be confirmed at Gateway 5, upon approval of the detailed proposals from the owners of both 5 Broadgate and 100 Bishopsgate.

Recommendations

It is recommended that the **Streets and Walkways Sub-Committee, Community and Children’s Services** and **Projects Sub-Committee** approve:

- a) The enhancement proposals to be taken forward to Gateway 5;
- b) The statutory consultation process to be undertaken on the proposed traffic management change of the redundant section of carriageway;
- c) £43,000 of staff costs and fees to take the scheme to Gateway 5, funded from the Section 106 contribution from the 100 Bishopsgate Development;
- d) The inclusion of a new canopy to the Petticoat Tower entrance as well as a health and leisure outdoor equipment in the project scope identified through consultation.

It is recommended that the **Culture, Heritage and Libraries Committee** notes the report.

Appendices

Appendix 1	Plan of project area
Appendix 2	Pictures of the area pre and post ramps demolition
Appendix 3	Project stakeholders
Appendix 4	Proposed design
Appendix 5	Plan of Proposals
Appendix 6	Financial information

Contact

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Main Report

1. Description	<p>The enhancement of the Middlesex Street area is a high priority project of the Liverpool Street Area Enhancement Strategy (adopted in 2013). With the arrival of Liverpool Street Crossrail, the number of pedestrians in the area is anticipated to significantly increase. Key aims of the strategy are to provide an enhanced and more accessible pedestrian environment as well as creating new public spaces from existing underused spaces.</p> <p>The Area Strategy further recommends restricting vehicular access to Artizan Street to improve pedestrian access to the new Artizan Street Library and Community Centre and Petticoat Tower through the removal or remodelling of the redundant parking ramps.</p> <p>The Artizan Street Library and Community Centre was opened in 2013. The removal of the car park ramps was approved in August 2014 by Members as the first phase of the project and completed in March 2015. As shown in the pictures in Appendix 2, the visibility of the Library and Community Centre and Petticoat Tower entrances has been significantly improved. The removal of the ramps has also provided the opportunity to create a new public space for the benefit of residents and local users.</p> <p>A community-led approach was taken to develop the design of the new space. Residents' workshops were carried out from May to November 2015 leading to a preferred option, which was submitted to estate-wide public consultation (materials used available in the Members' Reading Room).</p> <p>The preferred option has been further developed by the project team to detailed design stage. The design aims to provide a flexible space in front of the library that could be used for community activities and create a 'front garden' feel to highlight the entrance to Petticoat Tower, providing much needed greenery in the area for the benefit of all users whilst preventing skateboarding and deterring opportunities for anti-social behaviour. The design is illustrated in Appendix 4 and includes:</p> <p><u>Surfacing</u></p> <ul style="list-style-type: none">• Standard York stone paving from White Kennett Street to the library and in Artizan Street. Surveys have confirmed that there is sufficient standard civil depth to accommodate standard York stone;• Standard granite setts in the carriageway from Harrow Place to the ground floor car park to highlight the pedestrian feel of the place and calm traffic. Surveys have confirmed that there is sufficient standard civil depth and no major utilities adjustments required to accommodate standard granite setts.

	<p><u>Signage</u> Feedback from the various workshops has highlighted the need to provide additional signage. It is proposed to include more prominent signage over the library entrance and new canopy as well as fingerposts along White Kennett Street and Harrow Place to highlight proximity to historic buildings, markets and visitors destinations.</p> <p><u>Lighting</u></p> <ul style="list-style-type: none"> • Lighting improvements include fitting new LEDs in line with City Police criteria to discourage anti-social behaviour; • Low level lighting in the approach to the tower to signify the residential nature of the area at night as well as lighting of the new canopy; • Associated lighting to highlight the greenery. <p><u>Planting</u> The planting design reflects the feedback received during consultation: low-maintenance, all-year-round interest and sensory planting. The planting plan will be community-led and facilitated by a professor of the Landscape Architecture School of Sheffield University in liaison with the estate gardening club and the Open Spaces Department.</p> <ul style="list-style-type: none"> • Low level planting will include pioneering ‘climate-change adapted’ species that do not require irrigation which is well-suited to the site’s depth constraints. Planters are proposed to be bespoke Cor-Ten (oxidised steel) which is a durable material. The thinness, low height and curved shape of the planters together with planting along the edge, will prevent opportunities for skateboarding and seating. • Evergreen low-maintenance climbing plants are also proposed on Petticoat Tower’s eastern façade and along the hotel wall, subject to adequate depth to accommodate roots and irrigation. Trellises are proposed to be laser-cut powder coated steel panels as well as steel cables to enable vertical planting.
<p>2. Scope and exclusions</p>	<p><u>In scope:</u></p> <ul style="list-style-type: none"> • All of the works affect public highway and publicly accessible land in the City’s ownership. • A new canopy to the Petticoat Tower entrance. The canopy was excluded at Gateway 3, as it was originally planned to be delivered as part of a City Surveyor’s project of the 1st floor mezzanine redevelopment. This project is still in its development phase and the requirement of shelter has been identified and agreed during community consultation. • Outdoor gym equipment was identified as a need for young people of Middlesex Street estate through consultation. The equipment will be trialled by users in the estate and if the experiment is successful, it is proposed to include the outdoor leisure equipment as a permanent community asset.

	<p><u>Exclusion:</u></p> <ul style="list-style-type: none"> A new shutter to the ground floor car park was identified as a need for improvement during public consultation as its mechanical failings can create opportunities for anti-social behaviour and impact on the enjoyment of the public space in Artizan Street. However as there are plans currently being developed by the City Surveyor’s Department to remodel the estate shops and the ground floor car park as their servicing area, a new shutter will be required to meet the needs of the new commercial operations and will be delivered as part of the City Surveyor’s project. 												
<p>3. Programme and key dates</p>	<p>Key dates are set out in the table below. The scheme is proposed to be implemented over a 4 to 6 month period (to be confirmed at Gateway 5) in phases in order to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office as well as vehicular access to the ground floor and underground car parks are maintained throughout the works.</p> <table border="1" data-bbox="467 864 1370 1131"> <thead> <tr> <th>Task</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Finalise construction package</td> <td>May – June 2016</td> </tr> <tr> <td>Traffic order process</td> <td>May – July 2016</td> </tr> <tr> <td>Gateway 5</td> <td>June 2016</td> </tr> <tr> <td>Works Start (incl. off-site works)</td> <td>July/August 2016</td> </tr> <tr> <td>Construction (phasing to be determined ahead of Gateway 5)</td> <td>July/August 2016 – January 2017</td> </tr> </tbody> </table>	Task	Date	Finalise construction package	May – June 2016	Traffic order process	May – July 2016	Gateway 5	June 2016	Works Start (incl. off-site works)	July/August 2016	Construction (phasing to be determined ahead of Gateway 5)	July/August 2016 – January 2017
Task	Date												
Finalise construction package	May – June 2016												
Traffic order process	May – July 2016												
Gateway 5	June 2016												
Works Start (incl. off-site works)	July/August 2016												
Construction (phasing to be determined ahead of Gateway 5)	July/August 2016 – January 2017												
<p>4. Risk implications</p>	<p>All the risks related to design and feasibility have been investigated, assessed and closed. The necessary surveys and investigations have been undertaken and the design has been well received by residents and occupiers and agreed by the relevant City departments.</p> <p>Remaining key risks are outlined below:</p> <ul style="list-style-type: none"> Overall Costs exceed estimate Risk level - low/medium impact: cost <p>Costs have been estimated based on extensive survey information (topography, radar, drainage, structural and trial holes) and on the city term contractor’s standard schedule of rates, taking into consideration the structural constraints of the site during construction (e.g. loading restrictions, possible double-handling of materials and adjustments to lack of standard civil depths) and requirements to maintain access to the library, Petticoat Tower and ground floor and underground car parks. A detailed phasing programme for the works will be established and costs refined ahead of Gateway 5.</p> <ul style="list-style-type: none"> Objection(s) to the traffic order delay programme Risk level - low impact: programme 												

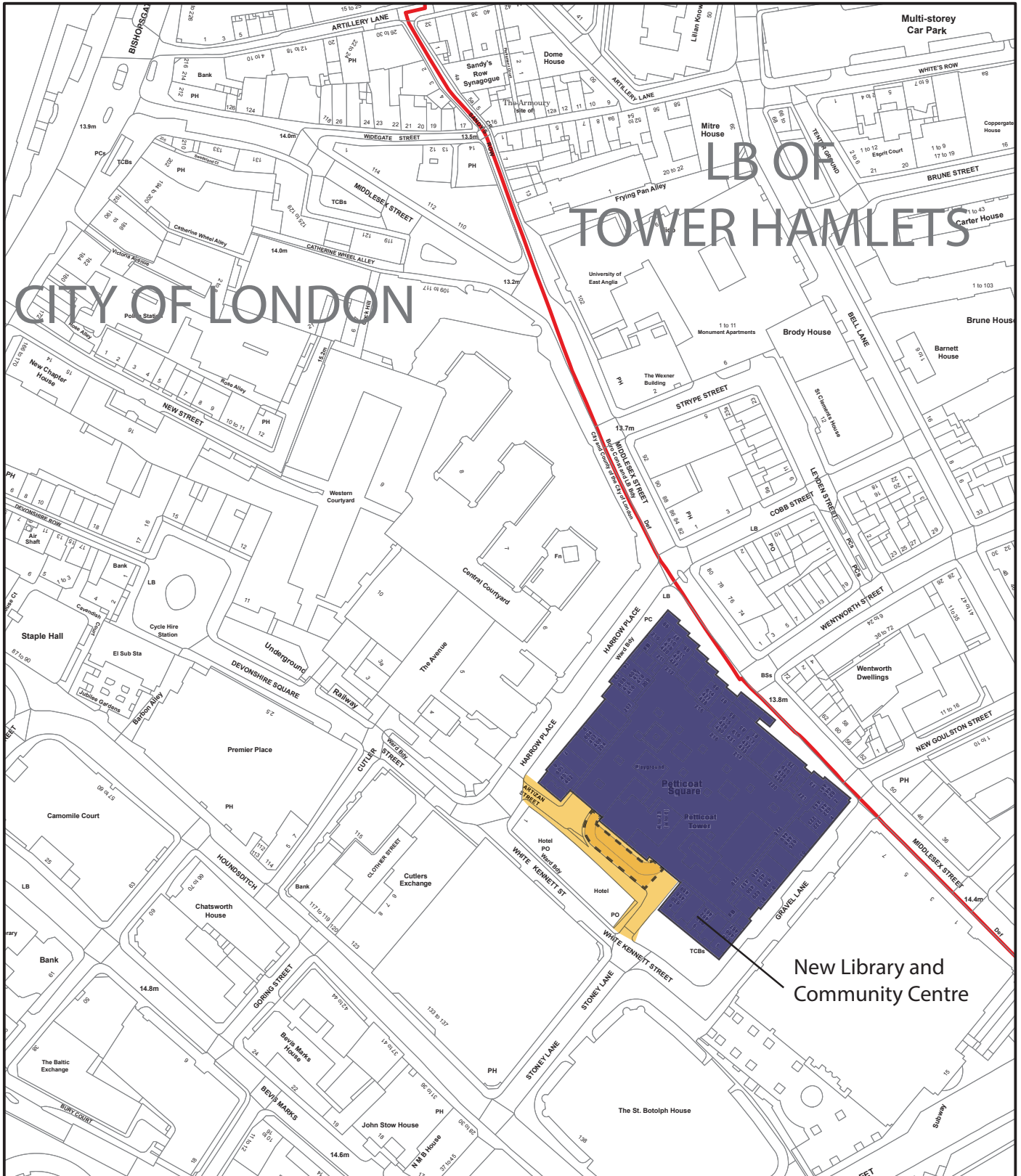
	<p>The proposed traffic management change relates to a redundant section of carriageway and informal consultation has been undertaken with key stakeholders; the feedback was very positive.</p> <ul style="list-style-type: none"> • Noise complaints delay programme Risk level: low impact: reputation/programme/costs <p>Noise complaints during construction could lead to requirements such as restricted noisy working hours and/or sound reducing cutting sheds.</p> <p>This will be mitigated by liaising closely with occupiers and residents and adapting the works programme where possible to key events/business activities.</p>
5. Stakeholders and consultees	<p>A flow chart mapping the project's stakeholders and consultees and their relation to the project is included in Appendix 3.</p> <p>Stakeholders and consultees:</p> <ul style="list-style-type: none"> • Ward Members • Residents • Hotel, Post Office and local occupiers on White Kennett Street • London Underground Ltd <p>Project Team:</p> <ul style="list-style-type: none"> • City's Housing and Public Realm Divisions (project clients) • City Transportation (project partner) • City's Highways (project engineer and principal designer) • City Gardens (project designer) • Appointed landscape consultant (project designer) • Appointed structural engineer (project designer) • Sheffield University (planting design – advisory capacity)
6. Total Estimated cost	<p>The total project cost of the Middlesex Street Area – Artizan St. new public space (phase B) is currently estimated at £994,755, inclusive of all evaluation costs but will be refined further at Gateway 5. Further detailed information is provided in table C of Appendix 5.</p> <p>This estimate has increased from £700,000 to £994,755 since the last report approved by Members in September 2015. This is because there is now greater clarity regarding the extent of the site constraints (structural, drainage and site access) informed by extensive investigations and also due to additional greenery (feedback from consultation) and the increased scope (new canopy to the Petticoat Tower and outdoor gym equipment).</p>
7. Funding strategy	<p>The project, agreed by Members as a high priority of the Liverpool Street Area Enhancement Strategy, is proposed to be funded from the Section106 obligations connected to the 100 Bishopsgate development (Local Community and Environmental Improvements funding pot limited in use and location) and 5</p>

	Broadgate development (Local Community and Environmental Improvements funding pot flexible in use and location). This will be confirmed at the next Gateway.
8. Ongoing revenue implications	<p>The total project cost includes a maintenance payment towards the new planting for 20 years as per the Open Spaces Department's requirement currently estimated at £80,000. This estimated sum will be confirmed by Open Spaces at Gateway 5, once the planting design is confirmed.</p> <p>An additional lump sum towards highways and cleansing maintenance costs will be agreed with relevant officers ahead of Gateway 5 (currently estimated at £18,000).</p>
9. Procurement strategy	It is proposed that the works are carried out in phases to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office as well as vehicular access to the ground floor and underground car parks are maintained throughout the works in order to limit disruption to local occupiers and residents. The use of the City's term contractor (currently JB Riney) is therefore recommended as it offers the flexibility to enable this approach to be taken forward efficiently and at minimum cost. Their successful track record in effective liaison with residents and occupiers will also be critical to the smooth delivery of the works.
10. Legal implications	Planning permission was granted in 2014 for the project and conditions will be discharged on details such as materials, canopy, trellises, planters and any public art such as mosaics panel(s) located on publicly accessible land in the City's ownership (CoL Housing).
11. Traffic implications	<p>Residents, Ward Members and occupiers were consulted and supportive of the proposals outlined below and visualisation of proposed entry treatments is included in the additional information provided in the Members' Reading Room (p.2).</p> <p>Servicing and parking</p> <ul style="list-style-type: none"> • No changes to number of pay and display bays • Introduce inset loading bay to minimise congestion along the east side of White Kennett Street (adjacent to the hotel). This will enable safe servicing of post office activities, but will also provide an additional loading provision for other local occupiers – see plan of proposal in Appendix 4. The design of the loading bay is as per city standards. <p>Traffic changes</p> <p>It is proposed to pedestrianise the section of redundant carriageway no longer serving a purpose after the removal of the ramps (see plan of proposal in Appendix 4). This will enhance the pedestrian environment in the direct vicinity of Petticoat tower and Artizan St. Library and Community Centre. This will also provide the City's Parking Enforcement team with the powers to act against undesired motor cycle parking that currently occurs in the area.</p>

	It is proposed that a statutory consultation on the above traffic changes will be submitted to statutory consultation in May 2016.								
12. Sustainability and energy implications	<ul style="list-style-type: none"> • The addition of greenery to the area will improve the air quality and reduce exposure to atmospheric emissions. • The proposed planting will encourage local biodiversity and will include pioneering 'climate-change adapted' species that do not require irrigation. • Low consumption lighting fittings (LED) are proposed to be used. • Proposed paving materials are in line with the City's standard palette of materials, which are long lasting and require a low maintenance regime. 								
13. Equality Impact Assessment	An equality impact assessment has been carried out and the City's access officer has been consulted in the development of the design.								
14. Next Gateway	Gateway 5 - Authority to Start Work to be approved by Chief Officer as per the regular route of the corporate project procedure.								
15. Resource requirements to reach next Gateway	<p>In addition to the spend to date of £47,755, a budget of £43,000 for fees and staff costs is required to finalise the design for the planting, the metalwork (trellises, panels and canopy), and produce structural and construction drawings. Further details are included in table B in Appendix 5.</p> <table border="1"> <thead> <tr> <th>Description</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>30,000</td> </tr> <tr> <td>Staff costs</td> <td>13,000</td> </tr> <tr> <td>TOTAL</td> <td>43,000</td> </tr> </tbody> </table>	Description	Cost (£)	Fees	30,000	Staff costs	13,000	TOTAL	43,000
Description	Cost (£)								
Fees	30,000								
Staff costs	13,000								
TOTAL	43,000								

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APPENDIX 1: PLAN OF PROJECT AREA



CITY OF LONDON

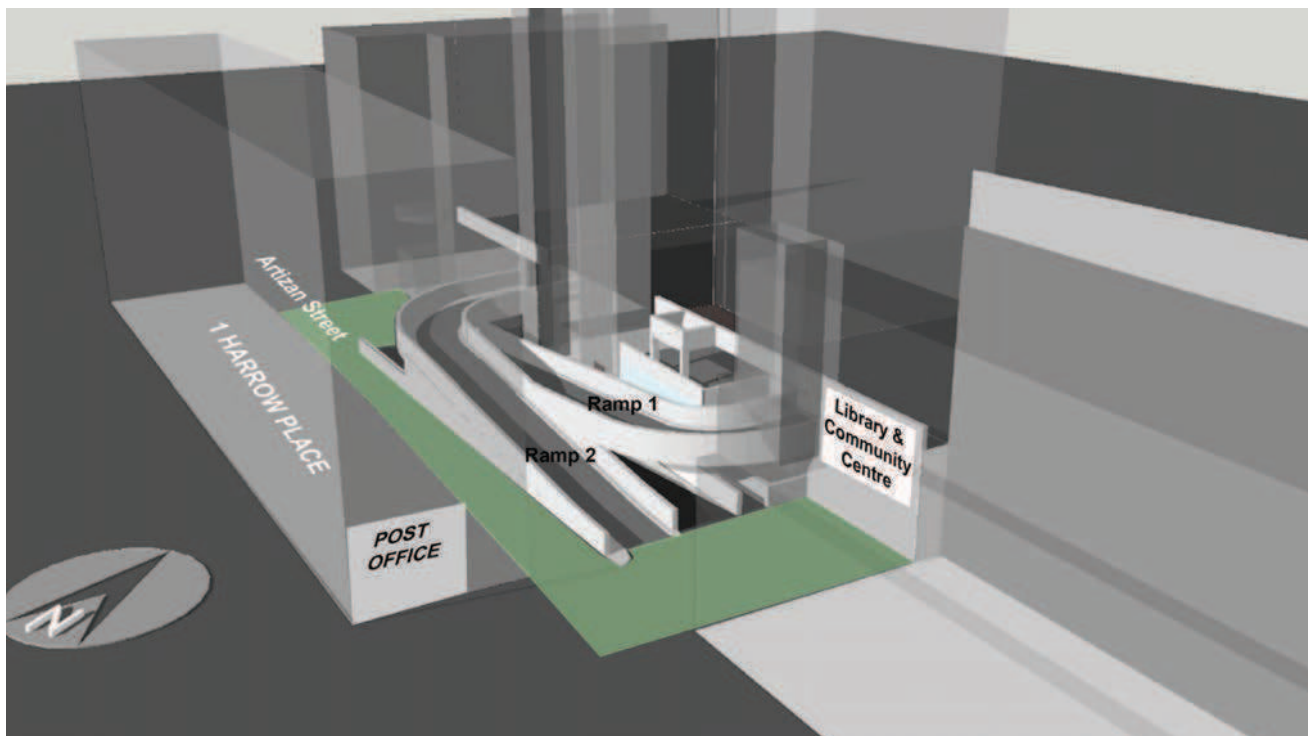
LB OF
TOWER HAMLETS

New Library and
Community Centre

- Middlesex Street Estate
- Middlesex Street Estate Ramps removed in 2014/15
- City of London Boundary
- Project Scope



APPENDIX 2: PICTURES OF THE AREA PRE AND POST RAMPS DEMOLITION



3D view of the ramps before demolition



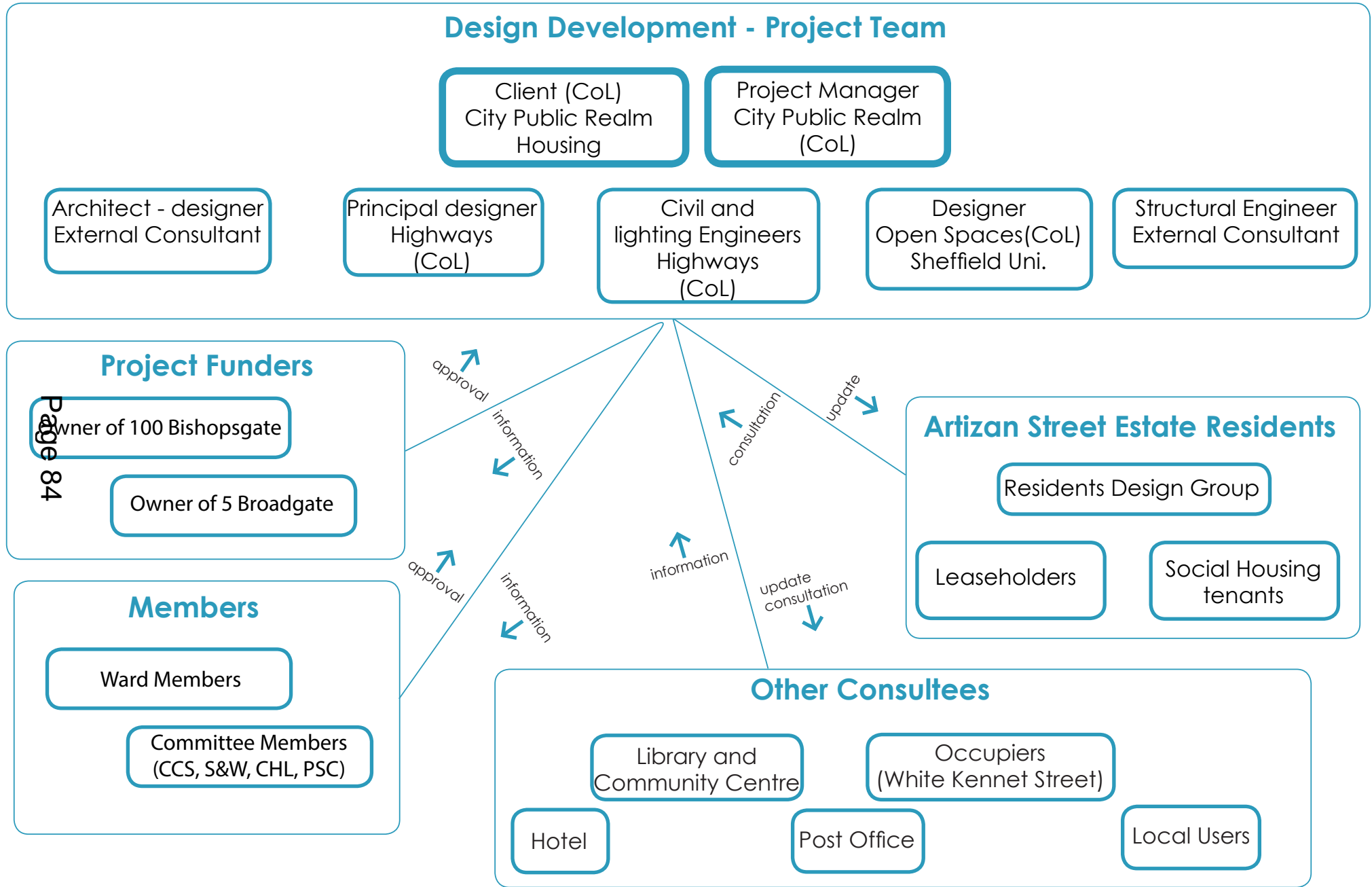
Photos of ramp before demolition
Harrow Place end
(August 2014)



Page 82
Library & Community Centre
(August 2014)



Photos of Artizan Street after demolition
(May 2015)



APPENDIX 4: PROPOSED DESIGN

1. Visualisation of proposals



Before: view from White Kennet Street



Proposed: view from White Kennet Street

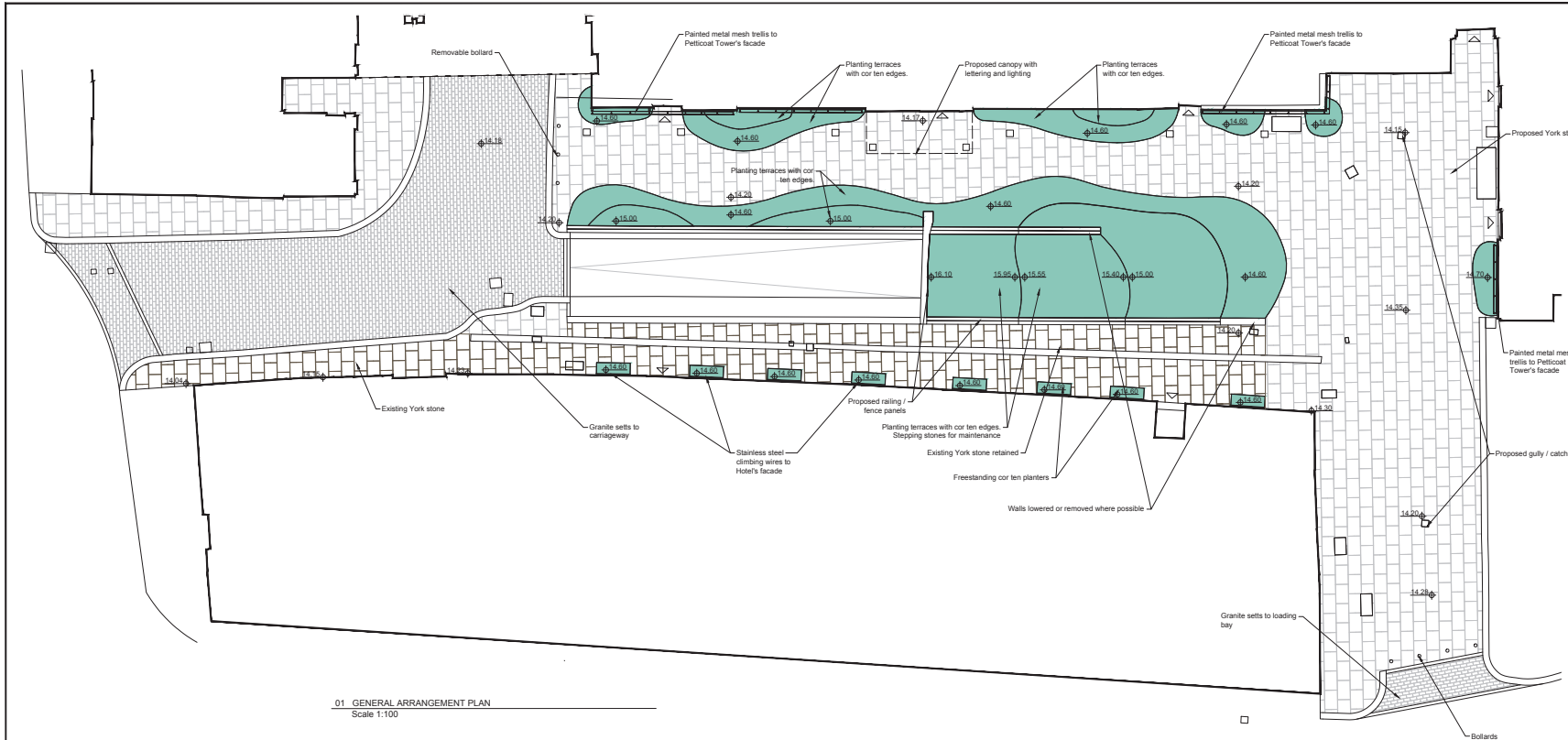


Before: view from Artizan Street

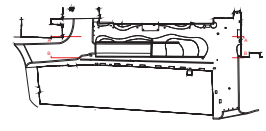


Proposed: view from Artizan Street

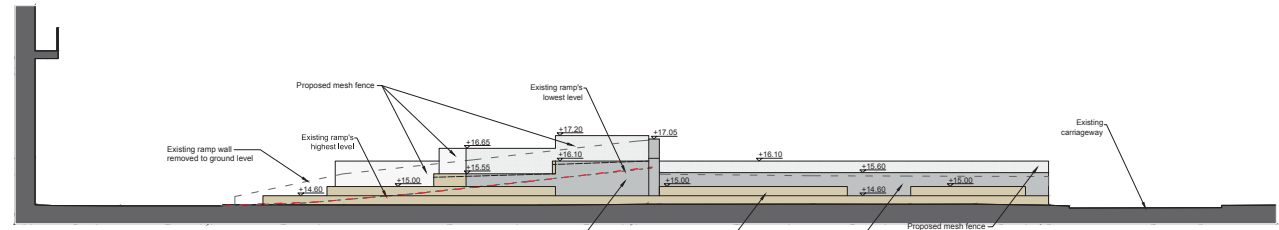
2. Plans & Elevation



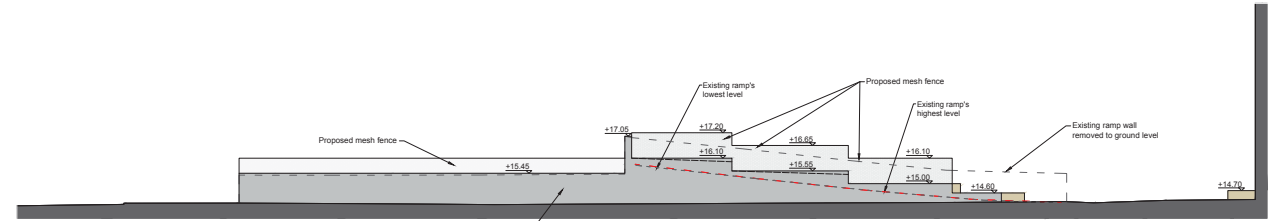
01 GENERAL ARRANGEMENT PLAN
Scale 1:100



KEY PLAN
NTS



02 ELEVATION AA
Scale 1:100



03 ELEVATION BB
Scale 1:100

NOTES:
1. Copyright. The contents of this drawing may not be reproduced in whole or in part without the permission of BURNS + NICE.
2. All dimensions to be checked by site measurement prior to the commencement of works or ordering of materials. Do not scale from this drawing.

Cor ten edge for planters.



Fence panel pattern example.




REV	DATE	DESCRIPTION	BY	CHKD

MIDDLESEX STREET

GENERAL ARRANGEMENT AND RAMP ELEVATIONS

Date: 10 MARCH 2016
Issue: DETAIL DESIGN
Drawn by:
Checked by:

Scale: 1:100 @A1



APPENDIX 6 – FINANCIAL INFORMATION

Table A: Spend to date

16800334 - Middlesex Street Area – Artizan St New Public Space - Phase B			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Fees	34,000	33,500	500
Environmental Services Staff Costs (Highways)	4,000	3,965	35
Open Spaces Staff Costs	1,000	85	915
P&T Staff Costs (City Public Realm and Transportation)	10,000	10,204	(204)*
PRE-EVALUATION TOTAL	49,000	47,755	1,245**

* The P&T Staff Costs overspend of £204 is to be funded from the Open Spaces Staff Costs budget.

** The total Pre-evaluation underspend of £1,245 is to be re-allocated to the budget required to reach the next gateway below.

Page 88

Table B: resources required to reach next Gateway (Gateway 5)

Description	Cost (£)
Fees*	30,000
P&T Staff Costs (City Public Realm and City Transportation)**	7,500
Environmental Services Staff Costs (Highways)***	5,000
Open Spaces Staff costs	500
TOTAL	43,000

* Fees include investigations into utilities adjustments, transport fees re pedestrianisation, finalisation of structural design, planting design, design of canopy and construction package.

** This corresponds to a) 73 hours of City Public Realm project officer time to undertake project management duties, including overseeing finalisation of construction package, liaison with project team, management of consultants, risk management, budget monitoring, draft of Gateway 5 report and communication activities; and b) 22 hours of transportation engineer's time to lead on Traffic Management Order processes, undertake statutory consultation and input in design team.

*** This corresponds to 60 hours of project engineer time to attend design team meetings, liaise with project manager, input and check construction drawings produced by consultants, provide cost estimate for Gateway 5, liaise with City Term Contractor and lead on pre-construction phase.

Table C: Estimated implementation costs

The estimated implementation costs are informed by surveys (topography/radar/drainage), trial-hole investigations and structural assessment. They reflect the complexity of the project site (underground structures – basements, LUL tunnel) as well as the constraints to maintain access to car parks, Petticoat Tower and the library during construction. This estimate will be refined ahead of Gateway 5.

Item	Description	Estimated cost (£)
Fees	Utilities investigations, permits and traffic order related fees	10,000
	Structural design and CDM (monthly site visits x 5)	5,000
	Design finalisation (canopy and public art work)	12,000
	Sub-total Fees	27,000
Works	Making good and structural works related to remaining ramp and finishes	40,000
	General construction works, incl. surfacing, ducting, utilities and drainage	300,000
	Lighting and connections	30,000
	Soft landscaping / irrigation system for vertical planting only	55,000
	Planters (low-level Cor-Ten bespoke planters, powder-coated steel panels, steel cable trellises)	195,000
	Petticoat Tower entrance canopy	30,000
	Signage (bespoke metal signs and finger posts) and safety fencing (last section of ramp)	20,000
	Public art production and installation	15,000
	Community gym equipment	20,000
	Sub-total works	705,000
Maintenance	Soft landscaping (20 year)	80,000
	Highways (lighting and surfacing) and cleansing	18,000
	Sub-total maintenance	98,000
Staff costs	P&T Staff Costs (City Public Realm and City transportation)	32,000
	Open Spaces Staff Costs	2,000
	Environmental Services Staff Costs (Highways)	40,000
	Sub-total staff costs	74,000
Total Implementation costs (estimated)		904,000
Total pre-evaluation costs (actual and estimated)		90,755
ESTIMATED TOTAL PROJECT COST		994,755

Table D: Proposed funding Strategy

Funding Source	Amount (£)
S. 106 connected to 100 Bishopsgate Development	£784,719
S. 106 connected to 5 Broadgate Development	£210,036
Artizan St New Public Space - Phase B TOTAL FUNDING	£994,755

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Committee(s):	Date(s):
Culture, Heritage & Libraries	23 May 2016
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Director of Culture, Heritage & Libraries Report author: Marcus Smith, City Culture Executive,	For Decision
Summary	
<p>This report presents the recommendations of the City Arts Initiative which met on 14 April 2016. The group considered the following proposals:</p> <p style="margin-left: 40px;">a) Andrew Alexander Mackay – Smokescreen: Harm & Liberty</p>	
Recommendation(s)	
<p>It is recommended that:</p> <ul style="list-style-type: none"> • The City Arts Initiative rejected this proposal on grounds of unconvincing artistic merit, legal uncertainty and a clash with the CoL’s anti-smoking stance and campaigns. 	

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 14 April 2016 to consider one application: a heavily branded cigarette packet with speakers to illustrate the demise of the tobacco industry.
4. Full details of the all applications are available on request from the Director of Culture, Heritage & Libraries.

Proposals

Andrew Alexander Mackay – Smokescreen: Harm & Liberty

5. Timed to coincide with the introduction of plain packaging for cigarettes in the UK and France, this provocative proposal wished to explore the decline and collapse of the tobacco industry.
6. The sculpture made of aluminium would also contain a large speaker with sensors, playing sound bites as people walk by of different documentary interviews.
7. No funding has been secured for the proposal, and no evidence of private funding and/or sponsorship has been provided. It was also felt that the artwork would cause confusion on the CoL's anti-smoking stance and campaigns.
8. Other concerns raised by the group included the late notice of the application, and legal uncertainty on trademarks/copyright.
9. **The City Arts Initiative rejected this proposal on grounds of unconvincing artistic merit, legal uncertainty and a clash with the CoL's anti-smoking stance and campaigns.**

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 14 April 2016.

Background Papers:

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

Marcus Smith

City Culture Executive, Culture, Heritage and Libraries

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E: marcus.smith@cityoflondon.gov.uk

Committees	Dates
Culture, Heritage & Libraries Finance	23/05/16 07/06/16
Subject: City of London Festival – the future	Public
Report of: David Pearson - Director of Culture, Heritage & Libraries	For Decision

Summary

Following the decision by the Committee in March 2016 to turn down the additional funding proposals from the City Arts Trust, the Trust is winding itself up and will no longer run annual City of London Festivals. The current Festival allocation of £355,285 remains in the Committee’s budget and there is broad support for the principle of establishing a suitable successor event, which captures the distinctive strengths which the Festival used to bring to the City’s cultural offer. An officer workshop held in April has suggested that a collaborative delivery model could be developed which would help to showcase the collective cultural strength of the City, and support the momentum for the Cultural Hub. Further work is needed to model the options in more detail.

The Finance Committee agreed on 12 April to the writing off of the £150,000 loan to the Trust for the Bowler Hat on condition that any remaining funds after the 2016 grant was applied to the Trust’s winding-up costs be returned to the Corporation. It is now proposed that £20,000 of such remaining funds are used to model options for successor activities with the remainder - still to be determined but potentially in the region of £15,000 - being set against the costs of writing off the Bowler Hat loan

Recommendation(s)

It is recommended that the CHL Committee:

- a. Agrees in principle that the sum which is available within its budget from 2017 onwards, that was previously allocated to the Festival, be dedicated to a replacement activity which meets agreed criteria including the enlivening of the Square Mile, the opening up of spaces and buildings, and the broadening of audiences; and if so,
- b. Agrees that Finance Committee be asked to allocate a one-off sum of up to £20,000 from any balance which is returned to the Corporation after the City Arts Trust wind-up process is complete to the Director of Culture, Heritage & Libraries, to commission further work on modelling that replacement activity.

It is recommended that the Finance Committee:

- a. approves a one-off allocation of up to £20,000 from any balance returned to the Corporation from the City Arts Trust wind-up process, should the CHL Committee support this, with any remainder set against the costs of writing off the Bowler Hat loan.

Main Report

Background

2. In March 2016, the Culture, Heritage & Libraries Committee considered the financial position of the City Arts Trust, the separate charity which managed the City of London Festival, and its proposals for a future funding envelope to sustain the Festival. It decided against supporting those proposals, resolving instead that no further funding be awarded to the Trust, and that plans for a 2016 Festival be abandoned. It further resolved that the Finance Committee be recommended to write off the £150,000 loan to the Trust for the Bowler Hat, and that further consultation be undertaken around the options for the delivery of a festival from 2017 onwards, with a report brought to the May Committee.

Current Position

3. The Finance Committee agreed on 12 April to the writing off of the loan, on condition that any remaining funds after the 2016 grant was applied to the Trust's winding-up costs be returned to the Corporation. The wind-up process is in train and it is anticipated that there will be a balance to be returned. Although the quantum is not yet clear, the sum could potentially be in the region of £35,000.
4. The sum which sits within the CHL Committee budget for the Festival is £355,285 p.a., and unless diverted elsewhere, this should be available from 2017 onwards for whatever replacement activity the Committee decides upon.
5. Since March, a number of conversations have taken place around the best way of filling the gap which the Festival will leave. There is wide recognition that it was successful in opening up spaces across the Square Mile for cultural events, that it provided a banner under which many partners could come together, and that it enlivened the City for a broad range of audiences in ways which no other cultural offer could match. These are all qualities which enriched the City's cultural landscape and which many would like to see retained.
6. There are other providers of festival-type events in and around the City, most obviously Spitalfields Music and the Totally Thames Festival, who might be invited to make proposals as to whether and how they could respond to a brief to deliver a suitable programme in the City, for the available budget. Alternatively, the Barbican Centre might be commissioned to undertake this, building on their programming experience and infrastructure.

7. There have been a number of successful collaborations in recent years across the City's cultural family, to stage various kinds of public events. Celebrate the City!, in summer 2012, part of the City's contribution to London's Olympic summer, was a weekend programme which included street markets, concerts, and various other entertainments; it involved many cultural providers as well as livery companies and churches, and was delivered primarily as a partnership between the Barbican Centre and Culture, Heritage and Libraries, with a dedicated project manager. More recently, two well-received Son et Lumiere presentations have taken place in Guildhall Yard, a collaboration between CHL and Guildhall School of Music and Drama; the Shakespeare one, in April 2016, attracted ca.14,000 people over two nights.
8. These events have demonstrated models for delivery based on cross-Corporation collaboration, and at a time when this is particularly being fostered through the Cultural Hub planning, there is momentum around developing a framework like this as a permanent successor to the Festival, as an alternative to commissioning it out as suggested in para 6.
9. An externally-facilitated officer workshop was held on 15 April, with representation from CHL, the Barbican, GSMD, the Museum of London, Remembrancer's, Open Spaces, Mansion House and Town Clerk's; notes are attached as an appendix. Key points which were agreed included: the importance of creating something that is distinct and sustainable, and carries forward the Festival's key strengths; a wish to develop new and broader audiences; the practicality of focusing on a smaller window of time than the Festival's 2-3 weeks; and enthusiasm for delivering something collectively and collaboratively, to help showcase the City's many cultural strengths.

Options

10. One option, therefore, would be to invite one or more of the other existing festival organisers to propose what they might offer if the budget was made available to them. They would be given a brief based around key criteria which future events would need to satisfy, including being based in the City (we would not be suggesting that their current festivals are merely extended). The Barbican Centre could be asked to respond to a call like this also although concerns have been raised at previous Committee meetings around whether the Centre could be expected to have the capacity to take it on.
11. Alternatively, or additionally, the possibilities around developing a collaborative model such as was recommended from the workshop could be explored further.
12. Whichever route is preferred, more work needs to be done on developing fully costed models of future operations which could sustainably fill the gap which the Festival has left. It is therefore **recommended** that the **CHL Committee**:
 - a. Agrees in principle that the sum which is available within its budget from 2017 onwards, that was previously allocated to the Festival, be dedicated to a replacement activity which meets agreed criteria including the enlivening of the Square Mile, the opening up of spaces and buildings, and the broadening of audiences; and if so,

- b. Agrees that it be recommended to Finance Committee that a one-off sum of up to £20,000 from any balance which is returned to the Corporation after the City Arts Trust wind-up process is complete be allocated to the Director of Culture, Heritage & Libraries, to commission further work on modelling that replacement activity.

13. It is further **recommended** that the **Finance Committee** approve a one-off allocation of up to £20,000 from any balance returned to the Corporation from the City Arts Trust wind-up process, should the CHL Committee support this, with the remainder set against the costs of writing off the Bowler Hat loan.

14. The figure in 12(b) is an estimate of the cost of an appropriate consultant who could be dedicated to this on a 3 day/week basis for 3 months, which ought to be sufficient to complete this work in sufficient detail to bring a fuller report to Committee in October 2016. 12(a) recognises the possibility that the existing budget figure may need to be revised in order to meet the departmental Service Based review targets.

Corporate & Strategic Implications

15. The demise of the Festival in 2016 has generated a moderate amount of negative publicity for the Corporation, although its effect has been mitigated by well managed communications. There is inevitably some external perception that the Corporation has acted in a miserly way towards the Festival, without any understanding of the financial realities of the City Arts Trust's situation. Creating something new to take its place, which can help support the growing momentum for the Cultural Hub, will be a positive and proactive response to these criticisms. It would support the strategic aims of the City's Cultural and Visitor Strategies which in turn underpin the key policy priority to increase the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London, as expressed in the Corporate Plan.

Conclusion

16. There is considerable support from Members and Officers to develop an appropriate and sustainable annual event to fill the gap left by the City of London Festival. This would be unlikely to be as extensive an undertaking as the two-three week Festival used to be, but enough money should be available to create something which is distinctive, appealing, and contemporary.

Appendix

Report from Caterina Loriggio, on the Workshop held at Guildhall on 15 April 2016.

Background Papers

City Arts Trust/City of London – Culture, Heritage & Libraries Committee, 7 March 2016, Members Only item

David Pearson
Director of Culture, Heritage & Libraries
T: 0207 332 1850
E: david.pearson@cityoflondon.gov.uk



5 Western Road, Sutton, SM1 2SX | cat@catloriggio.com | www.catloriggio.com

1. Purpose

This paper outlines a suggested way forward for the Department of Culture, Heritage and Libraries to progress plans to repurpose funding previously allocated to the City of London Festival.

Recommendations within the paper follow a workshop meeting held at Guildhall Library on Friday 15 April 2016 for cultural organisations and facilitators working within the City.

2. Background

The City of London Festival ran annually from 1962 to 2015, recently concentrated on a 2-3 week spell in summer, augmented by a weekly winter concert season. It was run by the City Arts Trust, an independent charity which received an annual grant from City of London (in recent years, ca. £350K p.a.). The Trust augmented this income with private and corporate sponsorship, and box office sales, to meet the annual costs of running the Festival, around £1.3M p.a. A vortex of increasing costs, and declining sponsorship, led to budget deficits and in early 2016 it became apparent that the model was no longer sustainable. It was decided in March that City of London funding to the Trust should cease.

At the present time, the £350K annual allocation remains an element in the Culture, Heritage and Libraries Committee budget. There is an aspiration within the City that this funding should be repurposed in order to continue, in some way, to provide the distinct celebratory cultural offer previously provided by the festival.

The City's main cultural partners (including the Barbican, Museum of London, Guildhall School of Music and Drama) were invited to a 2-hour workshop at Guildhall Library on Friday 15 April 2016 to discuss possible options for a way forward. Twelve participants attended the workshop (appendix one lists attendees) which was independently facilitated by Caterina Loriggio.

3. Workshop outcomes

- 3.1 Participants agreed that they would like to work together to create a new cultural event to replace the City of London Festival. They agreed that one of the key benefits of the festival was that it had given them an opportunity to collaborate and work together.
- 3.2 It was agreed that this new model should not be a smaller-scale festival. It was felt that this was unsustainable and in the current cultural context, undistinguishable. Furthermore, the core music programme delivered within the festival is now delivered by other partners within the City.
- 3.3 The group did not support the idea of using the money to develop another pre-existing event such as the Spitalfields Festival. Likewise, the new model must not duplicate other events that take place in the centre of London. It was important to create an inspiring and unique offer, that added value to the City and to London as a whole.
- 3.4 There were a number of key features of the festival that partners would like to see carried over to the new model: opening up City spaces and buildings; developing sense of place; accessible to more diverse audiences; combination of pop-up and landmark events; animating the whole of the square mile.
- 3.5 The group had a preference for focussing activity into a long-weekend or a condensed 24-hours. Participants liked the idea of using both City roof tops and traffic-free roads as a platform for the event. Critically, the event must celebrate and tell the story of the City – its past, present and future.
- 3.6 It was agreed that the new event must have London-wide appeal. Within the City the group identified key audiences as: workers, residents, politicians and to a lesser extent, schools and visitors.

- 3.7 Participants stressed that it was important for this new model to attract a different kind of audience to the current offer. The event, on the most part, should be free to audiences but the group agreed that it could contain some ticketed elements.
- 3.8 The group felt that it was not feasible to seek sponsorship for a 2017 event. It was agreed that if this new model was funded solely by the City of London then it would have to more closely reflect the strategy and organisational policy of the Corporation.
- 3.9 It was agreed that the Department of Culture, Heritage and Libraries should lead the development, delivery and marketing of the new event. It was suggested that each year could have a new lead curator/artist-in-residence that could keep the event feeling continually refreshed and cutting-edge. It was acknowledged that there would need to also be a consistent role to hold partnerships together and retain knowledge.

4. Recommended next steps

- 4.1 The Department of Culture, Heritage and Libraries to allocate resource for a project manager (either internally or externally sourced). The project manager will build on the outcomes of the workshop and undertake further scoping to define a framework which exploits the assets of the City and develop a model for a new partnership-led event to replace the festival. The new model must encapsulate and showcase the spirit, spaces and the stories of the City, add value to its strong cultural reputation, and attract diverse audiences.
- 4.2 Establish a project board reflecting a similar grouping to the organisations present at the workshop. The board may also offer places to other interested parties such as businesses, especially those from Tech City who could assist with digital developments. A representative of the Corporation to Chair this board.
- 4.3 The board to work with the project manager in the scoping, development and delivery of the new model. Board members will be responsible for delivering key artistic and creative content; they will also work in wider partnership where appropriate.
- 4.4 Investigate and audit audience data in order to profile who is currently 'missing' from City audiences. Set and prioritise target audiences, create a framework and content suitable for such targets.
- 4.5 Consult the tourist survey and audit other London events in order to inform event development in terms of vision, timings and attracting visitor-rich audiences.
- 4.6 Explore further the desirability of a schools element within the model. School participation will greatly influence timing and content of the event. Consider alternative learning/education elements that could be included.
- 4.7 Allocate some investment now in order to make timely plans for 2017.
- 4.8 Align the development of the new model to a revised cultural strategy for the City, also due in 2017.
- 4.9 2017 to be viewed as a seed event which can develop year-on-year. Closely evaluate the 2017 event to inform any future development.

Caterina Loriggio
19 April 2016

Appendix One

Workshop participants

Culture, Heritage & Libraries department, City of London

David Pearson, Director of Culture, Heritage & Libraries

Nick Bodger, Head of Culture and Visitor Development, Culture, Heritage & Libraries

Chris Earlie, Head of Tower Bridge, Culture, Heritage & Libraries

Mansion House, City of London

William Chapman, Private Secretary, Mansion House

Open Spaces department, City of London

Paul Maskell, Leisure & Events Manager (Res), Open Spaces,

Louise Allen, City Garden Manager, Open Spaces

Town Clerk's department, City of London

Matthew Pitt, Policy & Projects Officer, Town Clerks

Remembrancer's department, City of London

Nigel Lefton, Director of Remembrancer's Affairs, Remembrancer's Office.

Barbican Centre

Nicholas Kenyon, Managing and Artistic Director

Guildhall School of Music and Drama, City of London

Ronan O'Hora, Head of Advanced Performance Studies and Keyboard Studies

Jonathan Vaughan, Director of Music

Museum of London

Sharon Ament, Director, Museum of London

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