



Culture, Heritage and Libraries Committee

Date: MONDAY, 11 JULY 2016
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 23rd May 2016.

For Decision
(Pages 1 - 8)
4. **MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the draft minutes and non-public summary of the Benefices Sub Committee held on 8th June 2016.

For Information
(Pages 9 - 12)
5. **MINUTES OF THE KEATS HOUSE CONSULTATIVE COMMITTEE**
To receive the draft minutes of the Keats House Consultative Committee held on 22 June 2016.

For Information
(Pages 13 - 18)
6. **APPOINTMENTS TO SUB COMMITTEES - BENEFICES SUB COMMITTEE AND KEATS HOUSE CONSULTATIVE COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 19 - 24)
7. **CULTURE, HERITAGE AND LIBRARIES DEPARTMENTAL RISK REPORT - QUARTER 1 - 2016/17**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 25 - 42)
8. **CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN OUTTURN 2015/16**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 43 - 68)
9. **POLICE MUSEUM BUSINESS PLAN**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 69 - 74)
10. **REVENUE OUTTURN 2015/16**
Report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Information
(Pages 75 - 80)

11. **IMPLEMENTATION OF THE GRANTS REVIEW**
Report of the Town Clerk.
For Decision
(Pages 81 - 88)
12. **CITY OF LONDON FESTIVAL: PLANNING THE FUTURE**
Report of the Director of Culture, Heritage and Libraries.
For Information
(Pages 89 - 90)
13. **GUILDHALL YARD - ONE YEAR ON**
Head of Cultural and Visitor Development to be heard.
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
16. **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

17. **NON PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 23rd May 2016.
For Decision
(Pages 91 - 94)
18. **NON-PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the draft non-public minutes of the meeting held on 8th June 2016.
For Information
(Pages 95 - 96)
19. **CHARITIES RISK REGISTERS**
Joint Report of the Chamberlain and the Director of Culture, Heritage and Libraries.
For Decision
(Pages 97 - 104)
20. **DECISIONS TAKEN UNDER URGENCY**
Report of the Town Clerk.

For Information

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 23 May 2016 at 11.00 am

Present

Members:

Mark Boleat	Ann Holmes
Keith Bottomley	Wendy Hyde
Dennis Cotgrove	Vivienne Littlechild
Deputy Billy Dove	Paul Martinelli
Stuart Fraser	Sylvia Moys
Lucy Frew	Graham Packham
Alderman Sir Roger Gifford (in the Chair)	Ann Pembroke
Alderman Alison Gowman	Delis Regis
Deputy the Revd Stephen Haines	Jeremy Simons
Graeme Harrower	Deputy John Tomlinson (Ex-Officio)
Tom Hoffman	Mark Wheatley

In Attendance

Officers:

Nick Bodger	- Culture, Heritage and Libraries Department
Andrew Buckingham	- Public Relations Department, Town Clerk's
Steven Chandler	- City Surveyor's Department
Christopher Earlie	- Culture, Heritage and Libraries Department
Simon Glynn	- Department of the Built Environment
Margaret Jackson	- Culture, Heritage and Libraries Department
Mark Jarvis	- Chamberlain's Department
Julie Mayer	- Town Clerk's
Paul Monaghan	- Department of the Built Environment
David Pearson	- Director of Culture, Heritage and Libraries
Geoff Pick	- Culture, Heritage and Libraries Department
Sara Pink	- Culture, Heritage and Libraries Department
Laurence Ward	- Culture, Heritage and Libraries Department

It was Proposed by Mr Cotgrove and Seconded by Alderman Gowman that Alderman Sir Roger Gifford take the Chair.

1. APOLOGIES

Apologies were received from: Deputy John Absalom, Anne Fairweather, Deputy Kevin Everett, Deputy Jamie Ingham Clark, Deputy Alistair King, Jeremy Mayhew, Barbara Newman, Judith Pleasance, Stephen Quilter, Deputy Richard Regan, Deputy Dr Giles Shilson and Deputy John Bennett.

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

There were no declarations.

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

Members received the Order of the Court of Common Council, dated 21st April 2016.

4. **ELECTION OF CHAIRMAN**

The Committee moved to elect a Chairman in accordance with Standing Order 29. The Town Clerk read a list of Members eligible to stand and Vivienne Littlechild, being the only Member indicating a willingness to serve, was declared Chairman for the ensuing year.

On being elected, the Chairman thanked the Committee for its support.

The Chairman welcomed new Members: Deputy John Absalom, Ann Fairweather, Jeremy Simons, Stuart Fraser and Richard Regan to the Committee and Deputy John Bennett, previously an ex-officio Member and now representing Broad Street. The Chairman also thanked retiring Members Deputy Anthony Ezkenzi, Henrika Priest, Emma Price, John Scott and Deputy Michael Cassidy.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee moved to elect a Deputy Chairman in accordance with Standing Order 30. The Town Clerk read a list of Members eligible to stand and Graham Packham being the only Member indicating a willingness to serve, was declared Deputy Chairman for the ensuing year.

On being elected, the Deputy Chairman thanked the Committee for its support.

6. **MINUTES**

The minutes and non-public summary of the meeting held on 7th March 2016 were approved.

7. **MINUTES OF THE BENEFICES SUB COMMITTEE**

The draft minutes and non-public summary of the Benefices Sub Committee of 8 February 2016 were received.

8. **APPOINTMENT OF THE BENEFICES SUB COMMITTEE AND THE KEATS HOUSE CONSULTATIVE COMMITTEE 2016/17**

The Committee considered a report of the Town Clerk concerning the appointment of the Committee's sub-committees, working parties and representatives on other committees.

RESOLVED – That, the appointment, composition and Terms of Reference of the sub-committees for the ensuing year be approved, as follows:-

Benefices Sub Committee

Chairman of the Grand Committee (Ex-officio)

Deputy Chairman of the Grand Committee (Ex-officio)

Deputy Billy Dove

Tom Hoffman

Gregory Jones
Nigel Challis
Andrew McMurtrie
William Fraser
Jamie Ingham Clark
Patrick Streeter

Keats House Consultative Committee

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
Barbara Newman
Jeremy Simons

9. **COLLAGE**

The Committee received a presentation from the Principal Archivist, London Metropolitan Archives, in respect of the new Collage web site, which would be live by the end of June and launched on 21st July 2016. Members could be sent a link to the new site, on request, and officers would be working with the Public Relations Office between now and the launch. Members noted new features such as geo-locating and film clips and commended the improvements.

10. **POLICE MUSEUM**

The Committee received a presentation from the Head of the Guildhall and City Business Libraries in respect of the Police Museum, which would occupy the site of the former Clockmakers' Museum. Members noted an Open Day planned for 27th July in Guildhall Yard.

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

- The Project Team of 6 consisted of Culture, Heritage and Libraries and City of London Police Officers, led by Sara Pink.
- The Museum project has been funded externally. 90% of the total project cost has been awarded with a £100,000 grant from the Heritage Lottery fund. This was very encouraging, given that HLF generally provided 60/40 funding. An additional £10,000 would be required in match funding and this had been made available by the City of London Police and through additional income generated by the programme of library events.
- Income from the Clockmakers' Museum had been £9,000 pa and the target was to match this through a range of merchandise, special ticketed events and corporate hire for receptions.
- Officers had contacts provided by the Museum of London, following their successful Crime Exhibition and would canvass for corporate hiring opportunities.
- Entry to the Museum outside of ticketed events would be free but there would be merchandise sales.

- Although sometimes staffed by Wood Street volunteers, the experience would largely be self-guided. City Guides had offered to provide talks and walks.
- Members suggested using City Guides and the refurbishment of Mitre Square to help raise awareness of the Museum.
- Heritage Lottery Funding had set a target of 30,000 visitors a year and, given the library footfall was 100,000 and the Clockmakers' Museum had 12,000 with little promotion, this was felt to be achievable.
- Members noted that the charging policy would be refreshed annually and would need to be within Heritage Lottery Funding (HLF) guidelines.
[Subsequent to the meeting it was confirmed that free entry is a requirement of the HLF funding in order to widen access for all]
- The police callbox would contain audio histories and there would be enlivened zones and historic sound effects throughout the Museum, including virtual reality holograms and 3D mapping technology developed in partnership with the Guildhall School of Music and Drama

Members welcomed the presentation and officers agreed to provide a business plan to a future meeting of the Committee.

11. CULTURE, HERITAGE AND LIBRARIES BUSINESS PLAN 2016-19

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the Department's Business Plan for 2016-19. Members noted that, in respect of references to the City of London Festival, this matter had moved on since the report was drafted and the future of the City of London Festival was the subject of a separate report, later on this agenda.

RESOLVED, That - the contents of the report and the strategic direction of the Department be approved.

12. INCOME GENERATION: RESPONSE TO CROSS-CUTTING SERVICE BASED REVIEW (MUSEUMS AND GALLERIES)

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of a response to the cross-cutting service based review (Museums and Galleries).

RESOLVED, That - the report be noted.

13. PROPOSAL FOR A FULLY ACCESSIBLE EDUCATION CENTRE AT TOWER BRIDGE

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of the installation of a new mezzanine floor between Levels 2 and 3, North Tower, in order to create a fully functional Learning and Community Engagement Centre. The Chairman read out an email from the Chairman of the Education Board, fully endorsing the proposal for being in keeping with a core priority of the City's Education Strategy (ie. using our cultural and heritage assets to engage with learners across London). Furthermore, Members noted that the Bridge's current teaching space was somewhat lacking.

In response to a question about the use of consultants, officers advised that costings had been taken from a similar project in 2013 and it was possible that the requirements could be reviewed and streamlined.

RESOLVED, That - the project progress to the next Gateway (3/4), subject to approval by the Education Board (July 2016) and Projects Sub Committee (September/October 2016).

14. **GATEWAY 4 - MIDDLESEX STREET AREA - REDESIGN OF NEW PUBLIC SPACE IN ARTIZAN STREET POST RAMP DEMOLITION (PHASE B)**

The Committee received a joint report of the Director of Culture, Heritage and Libraries and the Director of the Built Environment in respect of 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 the community centre.

RESOLVED, That - the progress of the project, as set out in the report be noted.

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

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of recommendations of the City Arts Initiative, which had met on 14 April 2016.

The Chairman had also agreed to accept an urgent item of business in respect of a further recommendation from the City Arts Initiative (CAI), which had been emailed to Members and laid around the table. The details of this item and the reason for urgency are set out in Agenda Item 18.

RESOLVED, That - the Culture, Heritage and Libraries Committee endorse the following recommendations of the City Arts Initiative:

1. In respect of an application from Andrew Alexander Mackay – Smokescreen: Harm and Liberty, this proposal be rejected on the grounds of unconvincing artistic merit, legal uncertainty and a clash with the City of London Corporation’s anti-smoking stance and campaigns.
2. In respect of an item of Urgent Business (as set out in item 17) – an application from Thames Tideway in respect of a temporary hoarding commission for Blackfriars enabling works - this proposal and the appointment of Artist, Joy Gerrard be approved.

16. **CITY OF LONDON FESTIVAL - THE FUTURE**

The Committee considered a report of the Director of Culture, Heritage and Libraries in respect of future plans for a City of London Festival, further to the winding down of the City Arts Trust, who will no longer run the annual City of London Festivals.

During the discussion on this item, Members made the following comments/suggestions:

- It was too early at this stage to consider sponsorships but the previous goodwill from the use of Livery and Church Halls was noted.
- The importance of not replicating other musical/cultural events but to develop a distinctive and creative new offer.
- To keep as wide a perspective as possible, including the possible use of the City's Open spaces.
- Members were supportive of the discussions with the Barbican Centre about aspects of the Festival.
- In respect of item 3.5 (set out in the document from the recent Workshop) on timings and logistics, Members would like to see these options in more detail and were keen that any future offer should appeal to workers, families or students.
- Members noted a typing error under 3.2, which should have said: '*the new model should be a smaller-scale festival*'
- In the past, 'Cheapside Days' had been well attended and very successful.

In concluding, Members were pleased to see this matter progressing and the Director thanked Members for their suggestions, which would be fed into the brief for the next stage of work.

RESOLVED, that :

1. In principle, the sum available within the budget from 2017 onwards, which 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.
2. The 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 and Libraries, to commission further work on modelling that replacement activity.

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

In respect of a question about inductions for the new Members of the Committee, officers agreed to arrange this.

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

The Chairman agreed to accept an urgent item of business in respect of a further recommendation from the City Arts Initiative (CAI), which had been emailed to Members and laid around the table. (See also agenda item 15)

Thames Tideway - Blackfriars enabling works temporary hoarding commission

Members noted that the Thames Tideway Tunnel is a major new sewer, urgently required to protect the tidal River Thames from pollution and enable the UK to meet European environmental standards.

Reason for urgency:

At the CAI Meeting on 21 April, Thames Tideway had not presented provisional ideas and artwork for the hoardings, only examples of the artist Joy Gerard's previous works and agreement to use Martin Parr's Unseen City images. Since then, a full proposal had been received, and the urgency was due to the hoardings being erected later next week (week commencing 30th May). Also, the school workshops had only just begun to reveal their progress for ideas and artwork etc.

The artist Joy Gerrard was developing an artwork for a site hoarding along the Thames Path at Blackfriars (July – November 2016) made in collaboration with twenty-four year 9 students (13-14yr olds) following several weeks of varied workshops. This commission would follow the installation of some of Martin Parr's Unseen City images, kindly facilitated by the Guildhall Art Gallery, which would be installed on the hoarding from late May to July 2016. This proposal was fully funded by Thames Tideway and enabling works contractor VolkerStevin.

RESOLVED, That - the Culture, Heritage and Libraries Committee endorse the recommendations of the City Arts Initiative to appoint the artist, Joy Gerrard.

19. **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.
20 – 28

Paragraph No.
3

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

The draft minutes of the meeting held on 8 February 2016 were received.

21. **GREAT FIRE UPDATE**

Members received a presentation on the latest progress with the Great Fire Commemorations for 2016 and the current funding position.

At 12.50 pm Members agreed to extend Standing Orders in order to conclude the business on the agenda.

22. **TOWER BRIDGE AND THE MONUMENT PERFORMANCE REPORT 2015/16**
The Committee received a report of the Director of Culture, Heritage and Libraries.
23. **KEATS HOUSE: OPTIONS APPRAISAL FOR SERVICE BASED REVIEW SAVINGS**
The Committee considered and approved a report of the Director of Culture, Heritage and Libraries. The Chairman asked for thanks to go on record to Vicky Carroll for her sterling work at Keats House.
24. **BARBICAN LIBRARY TRANSFORMATION - ISSUES REPORT**
The Committee received a report of the Director of Culture, Heritage and Libraries.
25. **TOWER BRIDGE BASCULE RE-DECKING AND APPROACH VIADUCT WATERPROOFING PROJECT - GATEWAY 4 - DETAILED OPTIONS APPRAISAL**
The Committee received a report of the Director of the Built Environment.
26. **OUTCOME REPORT - TOWER BRIDGE GLASS VIEWING PANELS**
The Committee considered and approved a joint report of the Director of Culture, Heritage and Libraries and the Director of the Built Environment.
27. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions while the public were excluded.
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
Members considered an item of urgent business while the public were excluded.
29. **CONFIDENTIAL MINUTES**
Members approved the confidential minutes of the meeting held on 7th March 2016.

The meeting ended at 1.10 pm

Chairman

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

BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Wednesday, 8 June 2016

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries)
Committee held at Guildhall on Wednesday, 8 June 2016 at 2.00 pm

Present

Members:

Nigel Challis

Deputy Billy Dove

Gregory Jones QC

Andrew McMurtrie

Graham Packham (Ex-Officio Member)

In Attendance

Officers:

Julie Mayer

- Town Clerk's

It was proposed by Mr Challis, seconded by Mr Packham and agreed that Deputy Billy Dove take the Chair.

1. APOLOGIES

Apologies were received from Deputy Bill Fraser, Tom Hoffman, Vivienne Littlechild, Deputy Jamie Ingham Clark and Patrick Streeter.

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

There were no declarations.

3. TERMS OF REFERENCE

The Sub Committee received its Terms of Reference and endorsed the last sentence; *ie '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.'*

4. ELECTION OF CHAIRMAN

The Committee proceeded to elect a Chairman in accordance with Standing Order 29. Two Members had expressed a willingness to serve and statements in support of their nominations had been circulated to Members prior to the meeting.

There was therefore a Ballot and the result was:

- **Andrew McMurtrie - 2**
- **Gregory Jones - 2**

As the Chairman did not wish to exercise a casting vote, the result was decided by drawing lots and Mr Andrew McMurtrie was declared Chairman for the ensuing year.

VOTE OF THANKS

RESOLVED UNANIMOUSLY – That the Members of the Benefices Sub Committee wish to place on record their sincere appreciation to WILLIAM HARRY DOVE, OBE, JP (Billy) for the extremely capable and diligent manner in which he has chaired their Sub Committee and for the care and interest he has shown in all aspects of his work for the Benefices Sub Committee over the past 10 years. This dedication and hard work continued in addition to Billy's additional duties as Chief Commoner over the past year.

BILLY has been an extremely knowledgeable and committed Chairman and is very well respected by the Vicars of the City's Benefices. Billy has always championed their dedication and hard work, which he has demonstrated during a programme of regular visits, often accompanied by the Mayor's consort. His ability to understand the needs of those parishioners, who might be vulnerable and in need of community support and goodwill has delivered real outcomes.

IN ADDITION, Billy has played a key role in the appointment of 6 Priests during his 10 years of office, thereby exercising the City of London's Patronage. Billy was also instrumental in widening the field of nominations to the Benefices Sub Committee, to all Members of the Court, in order to plan for his succession and the sustainability of the Sub Committee.

FINALLY, the Committee wishes to place on record its recognition of his distinguished service to the Sub Committee, the Benefices Vicars and their parishioners and thank him for his dedication and affable spirit over 10 years' service to the Benefices Sub Committee. His colleagues would like to convey their gratitude and best wishes for the future.

The new Chairman fully endorsed the above Vote of Thanks for the past Chairman and was very pleased that he would be continuing to serve on the Sub Committee, given his wealth of experience over the past 10 years, which included the appointment of 6 priests.

5. MINUTES

The public minutes and non-public summary of the meeting held on 8th February 2016 were approved as a correct record.

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

In response to a question about the new role of the Finance Grants Sub Committee, following the Corporate Grants Review, Members noted that, historically, the Finance Grants Sub Committee had considered grant applications from the City's Benefices. The Town Clerk advised that, post the review, this was likely to fall within the remit of the Culture, Heritage and Libraries Committee. The Chairman agreed to speak to the Chamberlain in order to seek clarity in respect of the new arrangements.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business

8. **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, on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Section 12(A) of the Local Government Act.

Items

9-12

Paragraphs

1,2 & 3

9. **MINUTES**

The non-public minutes of the meeting held on 8th February 2016 were approved as a correct record.

10. **UPDATES FROM BENEFICES VISITS AND ALLOCATION OF MEMBERS TO THE VARIOUS BENEFICES IN ORDER TO ARRANGE FUTURE VISITS**

The Town Clerk invited Members to provide updates on any visits undertaken since the last meeting of the Sub Committee.

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

There were no questions.

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

Two items were considered whilst the public were excluded.

The meeting ended at 2.45 pm

Chairman

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julie.mayer@cityoflondon.gov.uk**

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KEATS HOUSE CONSULTATIVE COMMITTEE

Minutes of the meeting of the Keats House Consultative Committee held at Guildhall on Wednesday, 22 June 2016 at 11.30 am

Present

Members:

Vivienne Littlechild (Chairman)
Graham Packham (Deputy Chairman)
Steven Bobasch
Barbara Newman
Jeremy Simons
Nigel Steward
Martin Humphery

In Attendance

Mrs Ann Pembroke - Culture, Heritage and Libraries Committee

Officers:

Nick Bodger - Head of Cultural and Visitor Development
Vicky Carroll - Culture, Heritage and Libraries
Frankie Kubicki - Culture, Heritage and Libraries
Julie Mayer - Town Clerk's Department

1. APOLOGIES

Apologies were received from Dennis Cotgrove.

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

There were no declarations.

3. MINUTES

The minutes of the Meeting held on 22 September 2015 were approved as a correct record.

Matters arising

- Since the last meeting, Keats House had joined London Pass.
- In respect of the ceiling damage in the library, the Chairman advised that this was not a matter for the Keats House Consultative Committee. However, the Senior Curator advised that an appointment had been made to assess the works later today.
- Also since the last meeting, the first floor landing had been fitted out as a temporary exhibition space and was currently exhibiting a display about Keats travels in Scotland.

4. **KEATS HOUSE PROGRESS REPORT 2015/16**

The Sub Committee received a report of the Director of Culture, Heritage and Libraries which set out steady growth across footfall and retail, while grants and awards continued to demonstrate the high regard in which the house is held by the cultural sector.

Members noted that, whilst the Service Based Review (SBR) options were being reviewed (item 5 on the agenda), events had been scaled back slightly but the summer months were set to pick up again.

Since the publication of this agenda, the Michael Rosen performance with the Guildhall School of Music & Drama had taken place and was very successful. The Chairman, who is also a Member of the Board of Governors of the Guildhall School of Music & Drama, offered to provide feedback to the Board. Members suggested that similar, future events be recorded.

The Principal Curator thanked Mrs Pembroke for her assistance in resolving the issue with the conservatory, which was now water-tight and had a new storage cupboard. Members noted that there had been some problems with the new boiler but they were being resolved.

In respect of the current staffing position, the Principal Curator advised that whilst she was working at the Guildhall Art Gallery to cover maternity leave, the Senior Curator, also in attendance at this meeting, was acting up into her role. Members noted that an additional member of staff had been appointed, on a short term contract, to cover for the Curator acting up into the Senior Curator's role. This arrangement was working well. Furthermore, Members noted that the Head of Cultural and Visitor Development was also overseeing Keats House and this provided further opportunities for joint working.

In respect of private event bookings, Members noted that the house was generally used for book launches, children's parties and toddler/children music classes. The Senior Curator advised that there had been some interest in private dinner parties but Members noted that such opportunities would be more viable with the use of dedicated caterers, who would be able to promote the house and cover the licensing aspects. The Senior Curator advised that the House applied for Temporary Event Notices from time to time. Two members of the Licensing Committee were in attendance and explained the provisions and objectives of the 2003 Licensing Act.

In respect of organised tours, the Senior Curator advised that they would need to be priced at £100, at least, or were likely to run at a loss. Members noted that the opening times had been extended and, in October 2016, V&A Members had booked 2 tours of 25 people. Members suggested that a Ward Club could be a potential future client.

In response to a question about the slight decline in general visitor numbers, the Senior Curator advised that Keats had opted out of the National Trust Partnership Scheme as, previously, some National Trust members were paying as little as £1.75 for admission. However, the Curators had met with the National Trust yesterday and they would be opting back in, with effect from January 2017, with a revised entry fee of £3.25 for members.

Members commended the number of awards received by the House and noted that a certificate in respect of Hudson Heritage Hidden Gem award was being displayed and shown in email signatures.

5. KEATS HOUSE: SERVICE BASED REVIEW FINDINGS

The Head of Cultural and Visitor Services was heard in respect of the Service Based Review savings targets of the City of London Corporation and, given that Keats House received £262,000 pa funding from the City, this had come under some scrutiny. Members were reminded that their recent meeting had been postponed while a series of options had been worked through with consultants from the Heritage sector. As a result of the consultation, a number of alternative business models had been explored; none of which were found to be viable.

Members were pleased to note that a decision had been taken, by the Culture, Heritage and Libraries Committee that, for now, funding would continue, with a caveat that various options for income generation be considered and these options would be explored further in the next agenda item.

6. IDEAS FOR INCREASING REVENUES AT KEATS HOUSE

The Principal Curator of Keats House was heard in respect of ideas for income generation and the following matters were discussed and noted:

- The gift shop's stock was being continually reviewed; ideas for further additions included small romantic gifts and a replica of Fanny Brawne's engagement ring; and officers advised they were exploring the opportunity of using a TV shopping channel to produce/develop this.
- Use of the house and grounds for wedding and engagement photography.
- The expansion of events to include dinners and wine and cheese evenings, accompanied by tours.
- Members noted that the Germaine Greer event had sold out but such events were reliant on the goodwill of the speaker.
- Plans for a Summer School in partnership with universities.
- A remarketed Patrons and Supporters' Scheme. The Senior Curator offered to provide Members with exact numbers. Whilst noting that the numbers were fairly low, Members noted their benefits in developing relationships and building a supportive community.

- The Curator offered to seek advice from the City Solicitor in respect of Legacy giving, which had proved very successful for some other cultural institutions.
- A stand-alone website was likely to be very effective but Members noted that this would have a cost associated with it.
- Filming was effective when the house was promoted as part of the film, but credits often go unnoticed. The Senior Curator agreed to investigate using YouTube.
- The Principal Curator had met with various houses in Hampstead to consider collaborating on an advertising campaign but only The Freud Museum had any funds to potentially contribute; this did not therefore go ahead.
- Coffee carts had been approached, but Members noted that this would need a large footfall to be cost-effective. Whilst agreeing that Keats House was a very desirable venue for a coffee shop, the outcome from the consultation had concluded that investment in a cafe would not be viable. Ice cream sales during the summer months was suggested and discounts at local coffee shops had also been considered.
- Members noted that Hampstead's bid for a Business Improvement District might have potential.

Advertising

- The Head of Cultural and Visitor Development advised that magazine and newspaper advertising remained very expensive and was less successful than social media, which was cheaper and often very successful. Members noted the recent success of Son et Lumiere, which had over 1 million views on Facebook.
- Members noted that advertising on the tube often raised profile but was not as successful in increasing footfall. Members noted that historic underground posters from the 1930's were available at the Transport Museum but Keats House shop was not large enough to house them.
- Officers noted two festivals in Hampstead over the next 2 weeks (including Southend Green on the weekend of 25/26th June) and the possibility of running a Keats House stall.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE CONSULTATIVE COMMITTEE

There were no questions.

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

Members noted that Ms Diana Gore's resignation (representing the Keats Grove Charity) had not created a vacancy as this appointment had been made in an advisory capacity. However, the Keats Foundation was holding a vacancy and the Senior Curator agreed to investigate possible candidates in order to fill this.

The meeting ended at 13.00

Chairman

Contact Officer: Julie Mayer
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Agenda Item 6

Committee:	Date:
Culture, Heritage and Libraries Committee	11 July 2016
Subject: Appointments to Sub Committees: Benefices Sub Committee and Keats House Consultative Committee	Public
Report of: Town Clerk	For Decision
Report author: Julie Mayer	

Summary

At the last meeting of the Culture, Heritage and Libraries Committee, Members were asked to appoint to the Benefices Sub Committee and Keats House Consultation Committee.

As a result of a set of circumstances before and at the beginning of the last meeting on 23rd May 2016, Members are asked to consider appointing an additional Member to the Keats House Consultative Committee, for the ensuing year.

In addition, further to the outcome of the election of a Chairman to the Benefices Sub Committee on 8th June 2016, Members are also asked to consider amending the Terms of Reference and Composition of the Benefices Sub-Committee, in order for the Sub Committee to appoint a Deputy Chairman.

The Terms of Reference for both Sub Committees are appended to this report.

Recommendations

The Committee are asked to consider:

- 1 the addition of a further Member to the Keats House Consultation Committee, for 2016/17.
2. amending the Terms and Reference and Composition of the Benefices Sub Committee in order for them to appoint a Deputy Chairman.

Main Report

Background

Keats House Consultative Committee

1. 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.
2. Members were invited to indicate their interest in serving on the sub committee in advance of the Culture, Heritage and Libraries Committee on 23rd May 2016. Members were also reminded that, in the event of applications exceeding the number of places available, a ballot might be necessary. Procedurally, if Members are able to advise the Town Clerk beforehand of their intention to stand, this assists with running the meeting but they also reserve the right to declare their interest at the meeting.
3. A Member, who had served on the Keats House Consultation Committee for a number of years, emailed the Town Clerk to declare their intention to stand but, due to an IT problem, the email was not delivered. Furthermore, as a result of transport difficulties the Member was delayed on the morning of 23rd May and was therefore unable to stand. Two other Members declared a willingness to serve and were duly elected.
4. Members are reminded that they are permitted to attend the public part of any meeting of the City of London Corporation and may speak, at the Chairman's discretion.
5. The Terms of Reference of the Keats House Consultative Committee do not make provision for co-options but Members of the Grand Committee can agree to an extension of the membership of the Consultative Committee, for the ensuing year, given the circumstances as set out in (3) above.

Benefices Sub Committee

3. The Benefices Sub Committee is elected from the whole Court and currently has 8 Members, along with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, as ex-officios.
4. At the meeting of the Sub Committee on 8th June 2016, there was a draw for the position of Chairman which was decided by lot. Given that the membership of this Committee increased when your Committee agreed to widen nominations to the whole Court, in March 2015, Members are asked to consider amending the Terms of Reference and Composition of the Benefices Sub Committee, in order to allow the sub committee to appoint a Deputy Chairman.

5. The increased Membership of the Committee has worked well since its inception in June 2015, allowing it to be more business focused and enabled each Member to be allocated at least one Benefice to visit during the course of the year. The Chairmen of the Culture, Heritage and Libraries and Benefices Sub Committees have indicated their support to this proposal.

Conclusion

6. Members are asked to note the contents of this report and, given the recent circumstances as set out in paragraph 3 above, Members are asked to consider extending the Membership of the Keats House Consultative Committee, by one Member, for the ensuing year. In respect of the circumstances set out in paragraphs 4 and 5 above, Members are also asked to consider amending the Terms of Reference of the Benefices Sub Committee in order to allow the Sub Committee to elect a Deputy Chairman.

Appendices

- A – Terms of Reference and Composition – Keats House Consultative Committee
- B – Terms of Reference and Composition – Benefices Sub Committee

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

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)

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
Jeremy Simons	Culture, Heritage and Libraries Committee
Dennis Cotgrove	Hampstead Heath, Highgate Wood and Queen's Park Committee
Nigel Steward	Heath and Hampstead Society
VACANCY	Keats Foundation
Jim Burge	Heath Hurst Road Residents' Association
Stephen Bobasch	Keats Community Library
David Kitchen	South End Green Association
Harriet Cullen	Keats-Shelley Memorial Association
Martin Humphery	Hampstead Conservation Area Advisory Committee

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

Benefices Sub Committee

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

The Chairman of this Sub Committee is elected from amongst its membership.

Membership – 2016/17

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
Andrew McMurtrie – Chairman (elected 8/6/16)
Nigel Challis
Deputy Billy Dove
Deputy Bill Fraser
Jamie Ingham Clark
Gregory Jones
Tom Hoffman
Patrick Streeter

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.*

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Committee(s)	Dated:
Culture, Heritage and Libraries Committee	11/07/2016
Audit & Risk Management Committee	18/07/2016
Subject:	Public
Culture Heritage & Libraries Departmental Risk Report: 2016-17	
Report of:	
Director of Culture Heritage & Libraries Department	
Report author:	For Information
Margaret Jackson	

Summary

This report has been produced to provide Culture Heritage & Libraries (CHL) Committee with assurance that risk management procedures in place within the Culture Heritage & Libraries Department are satisfactory, and that they meet the requirements of the Corporate Risk Management Framework.

A full scale review was undertaken of the departmental Risk Register in light of discussions at both CHL and Audit & Risk Management Committees. Departmental risks will be reviewed quarterly by the Senior Management Team as part of the on-going management of the department and reported to your Committee.

The Culture Heritage & Libraries Department is responsible for 10 departmental risks which have been identified as part of the business planning process. Nine of these risks are rated Amber and one at Green.

The corporate Risk Matrix is at Appendix 1 and the summary risk information is set out in Appendix 2.

Recommendation

Members are asked to:

- Note the contents of the report and the identified actions to monitor and manage effectively risks arising from our operations in the Culture Heritage & Libraries Department.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department.

2. Summit Group, at its meeting on 23 February 2015, agreed that a risk update report would be presented to “Grand” Committees on a quarterly basis going forward. The report must include any corporate risks and all departmental level risks.
3. The CHL Risk register was reviewed at the Audit & Risk Management Committee on 8 March 2016 and the observations coming out of that were discussed informally with the Chamberlain and reported on at the CORMG meeting on 25 April 2016. There was a general agreement that the register had become too operational in its focus and that a full scale review would be beneficial.

Revision of the CHL departmental risk register

4. A workshop took place 17 May 2016 attended by all members of the CHL SMT and facilitated by the Corporate Risk Advisor. In preparation for this, everyone was asked to consider key risks as they saw them, from both a service and a departmental perspective. The information was discussed and prioritised at the workshop. The focus was on risks which would affect the delivery of strategic priorities for the department and/or the Corporation. This process led to an agreed consolidated list which has been further refined into a new departmental Risk Register.

Current Position

5. This report sets out the key risks that have been identified as part of the workshop and the annual business planning process in relation to the operations of the Culture Heritage & Libraries Department. The Department has adopted the Corporate Risk Management Framework for its corporate and departmental risks which are recorded on the corporate Covalent risk management information system (RMIS). The corporate Risk Matrix is at Appendix 1. This report also outlines the processes adopted for the on-going review of each risk and mitigating actions. A summary of all the risks is attached at Appendix 2.

Risk Management Process

6. The Culture Heritage & Libraries’ risks are managed through a hierarchy of three levels. These are service risks, departmental risks and corporate risks. As part of the business planning process service level risks are considered, reviewed, recorded and significant risks escalated to the Senior Management Team for consideration and inclusion in the Departmental Risk Register.
7. Any H&S Top X risks for our services are also recorded on the RMIS. This process will ensure the Department is compliant with the H&S at Work Act and other statutory requirements, as well as enable efficient and effective management of those risks.
8. Risk owners review the progress of mitigation actions and update the risks that they are responsible for on at least a quarterly basis. The updated register is subsequently reviewed by the Departmental Risk Coordinator and presented for review and approval to the Senior Management Team. Risks with high scores are automatically escalated to the next management level in accordance with the Corporate Risk Management Framework. Risks which are no longer relevant or have been fully mitigated, are removed.

9. The detailed risk register forms part of the business plan presented each year to the Culture Heritage & Libraries Committee.
10. Additionally, the department's quarterly business plan progress report includes a section outlining new risks or changes to current risks that might have an impact on the department achieving its strategic aims and objectives.

Identification of New Risks

11. Emerging risks are identified through a number of channels:
 - Service team meetings
 - Directly by the Senior Management Team as part of the departmental review process
 - In response to regular reviews of delivery of the departmental business plan objectives and Service Based Review (SBR) income targets
 - Through liaison with City Surveyor's Department Property Facilities Managers.
12. The risk register may be refreshed more frequently in response to emerging issues or changing circumstances.

Changes to the Departmental Risk Register since March 2016

13. All service level risks have been removed from the departmental risk register since the implementation of this year's business plan. 10 new or substantially revised departmental level risks have been added which relate to the achievement of our business plan objectives and/or corporate strategies. They are summarised below and more detail is shown in Appendix 2.

Summary of Key Risks

14. The Culture Heritage & Libraries Departmental Risk Register includes nine AMBER risks and one GREEN risk listed below.

Risk Number	Risk Title	Current RAG Status
DCHL 001	The effect of terrorism on the tourism business at Tower Bridge & Monument	AMBER
DCHL 002	Reduction of budgets on service delivery	AMBER
DCHL 003	Loss of IT systems at public facing sites	AMBER
DCHL 004	Facilities Management maintenance response times	AMBER
DCHL 005	Heritage collections conservation and storage facilities	AMBER
DCHL 006	Social media/digital realm consumer behaviour	AMBER
DCHL 007	Perception of service relevance	AMBER
DCHL 008	Major events/incidents occur that affect London	AMBER
DCHL 009	Working partnerships	GREEN
DCHL 010	CoL's policies and approval processes	AMBER

Conclusion

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

Consultees

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

Appendices

Appendix 1 – Risk Matrix

Appendix 2 – Summary CHL Departmental Risk Report

Background Papers:

Culture Heritage & Libraries Department's Business Plan, 2016–2019

Contacts:

Margaret Jackson

Policy & Performance Manager

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

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(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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CHL Detailed risk register

Report Author: Margaret Jackson

Generated on: 30 June 2016



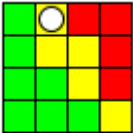
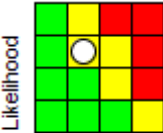

Rows are sorted by Risk Score

Code & Title: CHL Department of Culture, Heritage & Libraries Risk Register 10

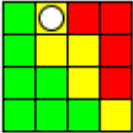
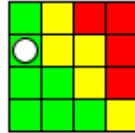

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCHL 001 The effect of terrorism on the tourism business at Tower Bridge & Monument 09-Mar-2015 David Pearson	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) Impact; Significant loss of income and footfall over a prolonged period , service budget reconfiguration.	 Likelihood Impact	12	No change to risk rating. Upgrade of analogue cameras to digital in progress following a review of the site facilities. Current threat level of terrorism is Severe. 17 Jun 2016	 Likelihood Impact	12	31-Mar-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 001a CoLP Counter Terrorism	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	The Public Security Improvement Activity Assessment which is used to assess security measures at crowded places is regularly reviewed with the City of London Police.	Jamie Bottono	29-Jun-2016	31-Mar-2017


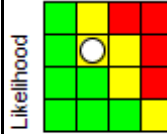

Section liaison.					
DCHL 001b Site security.	Maintain vigilant and effective on-site security systems at Tower Bridge.	The security camera system has been upgraded. Refresher training has been carried out with the introduction of new Security Supervisors.	Jamie Bottono	30-Jun-2016	31-Mar-2017
DCHL 001c Staff training.	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	Staff training is reviewed and refresher training given throughout the year.	Jamie Bottono	30-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 002 Reduction of budgets on service delivery Jun-2016 David Pearson	Cause: Significantly reduced budgets through SBR or other savings programmes. Event: Reduced efficiency and effectiveness across the services. Impact: Reputational damage, possible closure of public services, decrease in footfall and reduced income generation.	 Likelihood Impact	8	Budget reductions will negatively impact on service delivery and our reputation as a cultural destination city. Staff need to be trained and investment made in resources to help identify funding streams and opportunities for increased revenues. The SBR savings are being implemented. CHL SMT working on plans to meet continuing need to demonstrate value for money. No change to risk score, but plans to reduce the score as the scale of budget reductions becomes clearer will be made through SMT meetings. 28 Jun 2016	 Likelihood Impact	6	31-Mar-2018	 No change

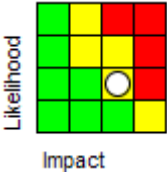
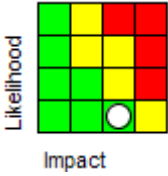
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 002a Review services, and alignment with CoL priorities.	Maintain relevance of all services, and alignment with CoL corporate priorities through regular reviews by Heads of Service.	Heads of Service have carried out a review of their areas as part of the business planning process.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 002b Seek partnerships or efficiency gains.	Keep services under on-going review, seeking partnerships or efficiency gains when possible.	Efficiency gains have been made under SBR in all service areas.	David Pearson	30-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 003 Loss of IT systems at public facing sites 09-Mar-2015 David Pearson	Cause; IT failures from lack of system/infrastructure/software maintenance and upgrades. Event: Public avoiding our services due to lack of confidence in their provision. 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/retail offering.	 Likelihood Impact	8	Maintenance and replacement of IT infrastructure and services is provided by Chamberlain's Department and outside of our control. 30 Jun 2016	 Likelihood Impact	3	31-Oct-2016	 No change

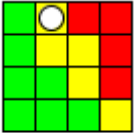
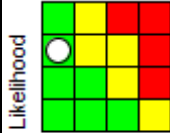
Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 003a	Escalate with IS Service Desk as soon as an incident occurs.	All sites continue to escalate issues to IS Service Desk. Chamberlain's have budgetary constraints which may affect the speed of response and remedial action.	Sara Pink; Simon Woods	10-Jun-2016	31-Dec-2016
DCHL 003b IT	Engage with corporate processes around the review of IT services and stress the importance of IT across everything delivered by CHL.	CHL has a Rep on the various IT strategy/comms groups to ensure departmental business needs and concerns are met as far as possible.	David Pearson	30-Jun-2016	31-Dec-2016
DCHL 003c	Ensure that staff competence in IT use is kept up to date through appropriate training. Corporate e-courses are encouraged.	Corporate course notifications are disseminated across the department on a regular basis.	David Pearson	30-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 004 Facilities Management maintenance response times 10-Jun-2016 David Pearson	Cause: Slow response times to FM service requests. Event: Assets not repaired or replaced in a timely manner. Impact: Public services unavailable for use; income generation reduced; increase in H&S incidents and insurance claims.	 Likelihood Impact	8	Maintenance and replacement of sites/assets is provided by City Surveyor's Department and their contractors and outside of our control. 30 Jun 2016	 Likelihood Impact	6	31-Dec-2016	 No change

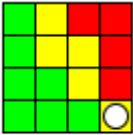
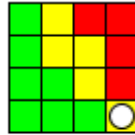

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 004a 2016-06-29	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset registers reviewed annually as part of the business planning process with City Surveyor's. All sites have been reviewed.	Margaret Jackson	29-Jun-2016	30-Jun-2016
DCHL 004b 2016-06-28	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	CHL has reps on the FM Category Board and relevant working groups underpinning the Category Board.	Margaret Jackson	28-Jun-2016	31-Mar-2017
DCHL 004c 2016-06-28	Ensure all problems or maintenance issues are reported in a timely fashion.	Fault and issue reporting carried out regularly through the Property Service Desk and local FM liaison meetings (quarterly) with Property Facilities Managers.	Margaret Jackson	28-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 005 Heritage collections conservation and storage facilities. 10-Jun-2016 David Pearson	Cause: Our systems for storing, conserving and making accessible the heritage collections we look after fail. Event: Unique heritage material of national significance may be damaged, destroyed or lost. Impact: Either the loss of the material or the associated reputational damage to CoL.		8	Our heritage collections are stored on different sites and there are risks around the actual storage facilities, transporting material safely, and conservation techniques and costs. These systems are reviewed regularly and staff training is key to maintaining high standards. 29 Jun 2016		4	31-Dec-2017	↔ No change


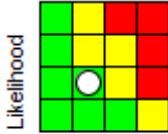
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHL 005a Maintain professional standards	Ensure high and appropriate professional standards are maintained in all areas where heritage material is stored through staff training and monitoring.	Recruitment processes help to ensure that professionally qualified staff are employed. Regular on site training must continue to be provided.	Geoff Pick	30-Jun-2016	31-Mar-2017
DCHL 005b Effective security	Ensure that effective security measures are kept in place around access, and permissions to access areas and materials.	Security measures are reviewed regularly, especially when a member of staff leaves or a new member starts. Advice is taken from Guildhall Security and the City of London Police as necessary.	Tim Harris; Jeremy Johnson	30-Jun-2016	31-Mar-2017
DCHL 005c Education of other departments	Ensure that CoL service departments involved in such areas are educated in the importance of the material stored. Liaison and appropriate training to be maintained.	Some liaison has been done with City Surveyor's staff to raise awareness of CHL requirements, both at liaison meetings and through staff tours of our sites.	Tim Harris	30-Jun-2016	31-Mar-2018
DCHL 005d Conservation staff	Ensure that CHL maintains an appropriate complement of professionally trained conservation staff.	The needs of the service are reviewed in terms of all resources on an annual basis by the relevant Service Heads. This includes cover for maternity, sickness absence etc. as required to maintain an appropriate professional staffing contingent.	David Pearson	30-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 007 Perception of service relevance 10-Jun-2016 David Pearson	Cause: Negative perception of services. Event: CHL services perceived to be losing relevance and usefulness by our target audience. Impact: Use will decline; new audiences will not be developed; funding will be cut; there will be pressure to divert resources away from the services.	 Likelihood	8		 Likelihood	3	31-Mar-2018	↔ No change

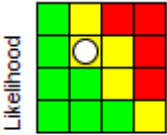
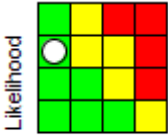

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 007a Explore the question of relevance for all services.	Ensure good business planning processes which challenge all services to demonstrate that they are up to date in their thinking and delivery; maintain effective performance measures to indicate changing patterns of use.	The revised business plan is now in operation.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 007b Professional development	Managers to ensure that staff are up to date in current professional developments.	The annual appraisal process has been carried out which includes looking at L&D needs for the year ahead.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 007c Customer Surveys	Maintain and develop effective customer surveying techniques.	Customer surveys are carried out in various CHL services using paper and electronic means. Analysis is carried out monthly by senior managers.	David Pearson	30-Jun-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 008 Major events/incidents occur that affect London 10-Jun-2016 David Pearson	Cause: Major events/incidents affecting London (natural environmental events, economic events or acts of terrorism). Event: Access/egress to and from our services and events in areas of London is restricted. Impact: A significant drop in footfall and income.	Likelihood  Impact	8	These events are completely outside of our control however, we continue to liaise with all relevant bodies to minimise the impact as much as possible. All events arranged by us will be assessed for impact due to changes in the weather, transport closures, road closures etc. and back-up arrangements made where possible. 30 Jun 2016	Likelihood  Impact	8	31-Mar-2018	 No change

Action no, Title, File,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 008a Develop strategies and visitor incentives to implement if such events occur.	Maintain, and keep under review, business continuity plans to be invoked in the event of such incidents occurring.	Each public event is assessed and plans made to minimise the risks as much as possible.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 008b Business Continuity communication	Ensure good lines of communication between CHL services/activities and the CoL central Security & Contingency Planning teams.	Regular liaison is carried out between the Departmental Senior Management Team and the Security & Contingency Planning Team.	Margaret Jackson	30-Jun-2016	31-Mar-2017
DCHL 008c Staff training	Provide relevant training for staff to enable them to respond appropriately.	Relevant staff have undertaken CoLP training under PREVENT, Project Griffin and Project Argus.	Nick Bodger	30-Jun-2016	31-Mar-2017

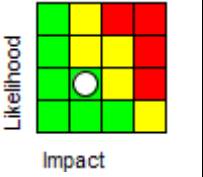
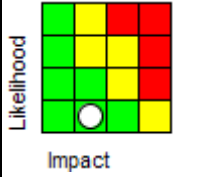
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 010 CoL's policies and approval processes. 10-Jun-2016 David Pearson	Cause: Our ability to respond to opportunities is limited leading to delays or cancellations of CHL events and other programmes. Event: CoLC policies, procedures and approval processes become more complex. Impact: There will be a direct impact on operational effectiveness in delivering business plan objectives.	 Likelihood	8	The complexity of the approvals process for income generating/cultural projects can mean delays to permissions which in turn have a negative effect on the City of London Corporation's ability to take part and our reputation, especially on social media. Ways of reducing bureaucracy should be investigated by the corporate Policy and Performance teams in Town Clerk's. 10 Jun 2016	 Likelihood	4	31-Dec-2017	↔ No change

Action no, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 010a	Engage with relevant corporate policy teams to streamline purchasing and project approval processes and timelines.	Liaison meeting with CityProc teams has taken place.	David Pearson	29-Jun-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 006 Social media/digital realm consumer behaviour. 10-Jun-2016 David Pearson	Cause: We fail to maximise the opportunities afforded by social media and do not react to consumer behaviour in the digital realm. Event: Not engaging effectively with target markets such as City workers and international visitors. Impact: The Department will be behind the curve and see our fanbases and audience engagement diminish.	 Likelihood	6	Advances in technology can be rapid and we need to understand our customer base as well as reach out/respond to them using suitable social media. Our corporate IT strategy will have a large impact on the work we do here and we are therefore liaising closely with corporate IT on strategies for the year ahead. 29 Jun 2016	 Likelihood	3	31-Dec-2017	 No change

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 006a	Ensure that staff across CHL have an up to date awareness of the landscape and opportunities of social media, maintaining an awareness of CoL policies and procedures in this area.	Regular monitoring of social media trends is carried out as part of the Visitor Development Team's work.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 006b	Staff to be encouraged and empowered to make good use of social media in the interest of developing the services.	Staff have been encouraged and empowered by the Director and Heads of Service to make good and appropriate use of social media within the corporate policies.	David Pearson	30-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 009 Working partnerships. 10-Jun-2016 David Pearson	Cause: We do not develop existing/establish new working partnerships. Event: We miss opportunities to better understand the industries in which we operate/demonstrate the effectiveness of wider initiatives and campaigns. Impact: To be left behind in industries where peers are benefiting from positive partnerships.		4			2	31-Mar-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 009a Professional development	Ensure staff are well informed on developments in their professional landscape.	Profession updates are shared within relevant teams e.g. VisitEngland and the Society of Chief Librarians to raise awareness of prospective partnerships.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 009b Entrepreneurial culture.	Maintain a culture in which staff are both encouraged and empowered to be entrepreneurial.	Sharing information at meetings e.g. All Staff Meetings, Team Meetings and the minutes of the SMT help to encourage staff to discuss new ideas and suggestions. These are actively encouraged by the SMT.	David Pearson	30-Jun-2016	31-Mar-2017

Committee(s)	Dated:
Culture, Heritage and Libraries Committee	11072016
Subject: Culture, Heritage & Libraries Business Plan Outturn 2015-2016	Public
Report of: Director of Culture Heritage & Libraries Department	For Information
Report author: Margaret Jackson, Policy & Performance Manager Culture Heritage & Libraries Department	

Summary

This report is provided to Members to demonstrate the outturn performance achieved against the business plan during the financial year 2015-16. Highlights of a successful year in all areas are provided (Appendix A) to show the range of services provided by the Culture Heritage & Libraries Department.

The service objectives and key performance indicators (KPIs) in Appendix B have been monitored on a quarterly basis by your Committee. Performance against the four key objectives for the year was good. Performance against the 12 KPIs has also been good with 11 being fully met, and some targets exceeded. The remaining KPI has been partially delayed and partially scrapped by City Surveyor's Department. Appendix C contains the progress against Capital Projects for the year.

Progress against the Service Based Review budget reductions/income generation measures is on target.

Recommendation

Members are asked to:

- Note the contents of the report and appendices.

Main Report

Background

1. In May 2015, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2015-16. This report sets out the performance achieved against the objectives and key performance indicators in that business plan throughout the year. The information builds upon the quarterly progress reports presented to your Committee during quarters 1-3.

Current Position

2. The four service objectives and 12 key performance indicators (KPIs) (Appendix A) which underpin the objectives have been monitored on a quarterly basis by your Committee. Performance against the four key objectives for 2015-16 was good and this performance demonstrates our high targets.
3. Performance against the 12 KPIs has also been good with 11 KPIs being met. One KPI for the reconfiguration of Shoe Lane Library and Barbican Library was delayed by City Surveyor's Department. (The Barbican Library project has been shelved). However, some targets were significantly exceeded:
 - **CHL2/KPI4** – Cultural & Visitor Development – Target: Achieve six lunchtime markets and two major events in Guildhall Yard – achieved seven markets and three major events including two Son et Lumières.
 - **CHL2/KPI6** – Tower Bridge – Target: Embed the online retail offering and achieve 5% of ticket/retail sales online – achieved 8%.

Corporate & Strategic Implications

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

Assurance of Data Quality

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

7. Space Review

The Director has reviewed the plans held by the City Surveyor's Department and is satisfied that all relevant changes have been made to show current usage by the services under his control.

8. Risk Management

Key business risks for the year were set out in the Strategic Risk Register presented to your Committee and updated on a quarterly basis. Strategic

Health & Safety risks were also considered. The departmental Management Team have undertaken a series of risk management workshops with the corporate Risk Adviser to ensure we update and capture all relevant risks on our next Risk Management report to your Committee.

9. Throughout the year we have continued to engage with central corporate departments on the Service Based Reviews and other corporate initiatives which may affect our service delivery.
10. The end of year position on identified Capital projects for the term of the business plan is set out in Appendix C.

Conclusion

11. We hope Members will agree that a successful year of work, service changes and projects as set out in the business plan objectives has continued to improve the strategic direction of the department and spread the message of culture for all.

Appendices

- Appendix A - Business Plan 2015-16 Outturn Highlights
- Appendix B - Service Specific Key Objectives and Key Performance Indicators 2015-16
- Appendix C – Capital Projects Outturn position

Background Papers:

Culture Heritage & Libraries Department Business Plan 2015-16 (available upon request)

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

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Culture Heritage & Libraries: Outturn 2015/16: Highlights

Once again, Culture, Heritage & Libraries has had a busy and productive year, and this report selects some of our highlights. It has been a good year for Guildhall Yard – as part of our ongoing campaign to realise the potential of the Guildhall complex as a visitor destination, we have not only organised a successful series of food markets on Court of Common Council days, but also had some successful special events like the Shakespeare Son et Lumière in March, a partnership with Guildhall School, which attracted over 14,000 visitors. Bringing people to the Yard helps to encourage traffic to Guildhall Art Gallery, where we were very pleased to break the barrier of over 100,000 visitors in one year, for the first time. Meanwhile, other parts of our tourism development work continued to flourish – the report describes the innovative “takeover” of the City Information Centre by the Northern Tourism Growth Fund, and at Tower Bridge the glass walkways have continued to attract ever growing visitor numbers.

Culture appeals to everyone but has particular opportunities to inspire and influence the up and coming generation, so we are keen to develop educational and school engagement activities where we can. London Metropolitan Archives has a well-established education outreach programme and mention is made here of the recently created formal learning scheme at Tower Bridge, which has seen a significant increase in take-up. Libraries are of course an integral part of the social framework for supporting young people, and it is good to note here this year’s successes in Barbican Children’s Library, with various special initiatives around science. Our libraries as a whole continue to be a much valued part of the City landscape and we have statistics here which testify to that.

Naturally, we believe we do a good job, and make a really important contribution to the profile, wellbeing, economy and reputation of the City. We have concluded our highlights presentation this year with a selection of awards won during 2015-16 by many CHL services, from Barbican Music Library to Tower Bridge, from the City Information Centre to Keats House. Don’t just take our word for it. As we sign off on the year just gone, we anticipate more highlights ahead, including commemorating the Great Fire, opening a new City of London Police Museum, and launching a new online picture library. Alongside all that, we will continue to deliver high-quality services of many kinds to an international community of customers, each of whom will, we hope, take away a positive impression of the City of London, and begin to plan their next visit.

David Pearson,

Director, Culture Heritage & Libraries

The **Cultural and Visitor Development** Team partnered with the Barbican and Shakespeare's Globe to deliver a shared-cost campaign under the banner "Shakespeare Woz Ere". The campaign highlighted the many events across the City mounted to commemorate the 400th anniversary of the death of the Bard who was a City resident working in Bankside. Headline successes include a 94% pick up rate of the 70k brochures distributed across London (75% is the benchmark), our Shakespeare webpage enjoying the number one spot as the most visited page on the City's site (after homepage and jobs) from 11 January to 20 March and over 600k page impressions on www.visitlondon.com. As part of a programme of special activities planned by CHL to commemorate the anniversary, the Guildhall Art Gallery is hosting a modern-day rendering of Visscher's 1616 London panorama by artist Robin Reynolds (until 20 November), the Heritage Gallery displayed the First Folio and Shakespeare Deed (9 Jan to 31 March) and the Guildhall Library, Cultural and Visitor Development Team and Guildhall School of Music & Drama partnered to produce a Shakespeare Son et Lumiere in Guildhall Yard in March attracting an audience of over 14,000 over two nights.



Continuing our aim of supporting education in the City, **Barbican Children's Library** set up two new clubs in 2015-16. Our STEM (Science, Technology, Engineering and Mathematics) club where children were able to conduct scientific experiments, ran throughout the school summer holiday. Projects included making spaghetti bridges, hovering discs and racing balloon cars. A volunteer from STEMnet ran the sessions and explained the science and technology behind each experiment. A total of 85 children attended the six sessions.

Our weekly Code Club for 10-12yr olds was launched in January and 2 volunteers from a nearby City firm were recruited via the national Code Club organisation to run the sessions. 8 children are currently learning how to use Scratch computer programming and will be moving onto Python next term.

On 4 March, *Martin Parr: Unseen City* opened at the **Guildhall Art Gallery** (runs until 31 July). The exhibition, which showcases the work of Parr during his tenure as the City of London's photographer-in-residence (from 2013) documents the life of the City across three Lord Mayoralities with images generated from the unprecedented access the photographer was given to high-profile and little-known occasions. The final selection of over 100 pictures, offers a new perspective on the City of London, creating a significant documentary record of its colour and character for years to come.

Marketing for the exhibition was delivered in partnership with the Barbican Gallery who, concurrently, are showing a Parr-curated exhibition – *Strange and Familiar* – with joint ticketing driving audiences to both shows. This is the first time the two galleries have worked together in this way aligning with Cultural Hub objectives to see greater collaborative working between Hub partners.



As a key part of the **City Business Library (CBL)** vision and strategy, CBL re-branded in October/November 2015 which included changing the logo and overall brand identity, and the introduction of a series of strap lines to help promote all the key services offered at CBL. The re-brand has been successful enabling the service to increase room hire and seminar bookings as well as attracting more corporate partnerships to strengthen the service's appeal to entrepreneurs and SMEs.



Great Parchment Book - Conservation Award shortlist

In July 2015 LMA was delighted to be shortlisted for The Pilgrim Trust Award for Conservation 2015 for the Conservation of The Great Parchment Book. The Great Parchment Book project was in good company as some of the highest-profile conservation projects in the UK and the world feature in the Icon Conservation Awards which recognise the highest standards of conservation, research and collections care within the UK art and heritage sectors.

Late last year, the **City Information Centre (CIC)** approached VisitEngland to offer the Centre as a London outlet for promoting England's northern regions to overseas visitors who are already in London. The deal, which has helped to build on the CIC's SBR target of £105k in external revenues per annum by 2017/18 (81% achieved) saw an 18-day takeover of the Centre (7-24 March) by the Northern Tourism Growth Fund with branding of northern destinations and the message 'Go a little further' and 'Northern England is GREAT'.

As part of the package, 13 destinations spent a day or more at the CIC promoting their product by engaging with visitors, these included Liverpool, Cheshire, Peak District, Sheffield, York, Northumberland, Newcastle/Gateshead, South Tyneside, Leeds, Cumbria, Barnsley, Lancashire and Hull.

The initiative has attracted significant interest across the tourism sector and at Government level, being heralded as a best practice example of how London can support the regions in light of the on-going debate around London's share of funding for arts and culture.



Tower Bridge - Visitor Figures

The **glass floor** feature continues to draw high numbers of visitors to Tower Bridge Exhibition, with record performance figures for 2015/16 and over 120,000 additional tickets sold in comparison with the previous financial year. The marketing team at the Bridge has been busy experimenting with new ways to promote the feature with the aim of keeping it fresh in the eyes of the public, including a programme of sold-out yoga sessions, and the ways in which Exhibition staff interact with the public on the glass floor has helped to further instil excitement, leading visitors to pass the news of 'something special to see' on to friends and family long after their experience onsite has ended.

The 2015 Thames Festival saw a new milestone in Tower Bridge's history: the use of one of its two sub-river **bascule chambers** as a concert space for headline events as part of this year's Thames Festival. There were significant operational and safety challenges presented by such an undertaking as the chambers sit below each of the Bridge's towers and still to this day allow for the movement of the bascules and 600 ton counterweights for bridge lifts on a daily basis. The concerts received positive feedback from ticket holders and excellent levels of publicity in mainstream, national and specialist media, setting a precedent for future events and establishing a new and unique cultural venue for the City.



Development of Education Provision at Tower Bridge

The Tower Bridge formal learning programme has continued to attract new and repeat schools. Between April 2015 and March 2016, 2,843 pupils have participated in the programme leading to a direct increase in paying child group visits to the Exhibition; an increase of 59% compared to the same period in 2014/15. Feedback continues to be overwhelmingly positive and a good level of publicity within the education industry has been



London Metropolitan Archives (LMA)

The arrival of photography in London in 1839 would change the way people saw their city, and each other, forever and the collections at LMA contain an extraordinary range of images, recording the capital and its people in stunning detail. The critically acclaimed LMA exhibition – Victorian Photographs in London - presented some of the most striking images of London and Londoners from the era including the first known photograph of the capital and proved very popular bringing in lots of new visitors. The exhibition ran from 8 May until 29 October 2015.



The CIPFA statistics for 2014-15 were released and prove that again, **Barbican Library** loaned more stock than any other library in London and recorded the 10th highest loans for any library in England. Add in Scotland and Wales and Barbican Library recorded the 13th highest loans in the whole of Great Britain.

These statistics also show that **Shoe Lane Library** loans more stock than any library in the London boroughs of Camden, Hammersmith and Fulham and Kingston-upon-Thames. Nationally, Shoe Lane recorded more loans than any library in 10 Metropolitan Districts, 16 Unitary authorities and 1 county (Lincolnshire).



Library service in Guildhall Yard



Magna Carta

As part of a worldwide programme of events to commemorate the 800th anniversary of the sealing of Magna Carta in 1215, the City of London's 1297 copy of Magna Carta went back on display in the City of London Heritage Gallery at the beginning of June until 1 October 2015. It was flanked by original documents, also from the archive collections held by LMA, which commemorated the 10th anniversary of the co-ordinated suicide attacks on London's transport systems on 7 July 2005, and the 200th anniversary of the battle of Waterloo on 18 June 1815.

In collaboration with world renowned rock photographer Jill Furmanovsky and Rockarchive.com, our latest **Barbican Music Library** exhibition, 'A Chunk of Punk', opened on March 2nd 2016. This has proved to be our most popular exhibition ever and has even attracted worldwide media interest, including full page spreads in the Wall Street Journal and Evening Standard, plus a feature article in The Stylist magazine. It was initially due to run through to 28 April but owing to its popularity, the run has now been extended until 25 May. To launch the show, an Open Night was held on 9 March and the sell-out audience was treated to author Daniel Rachel interviewing Jill Furmanovsky, Mark Perry [Sniffin' Glue and Alternative TV] and PR guru Alan Edwards.



Awards



Guildhall Art Gallery
2015 Certificate of Excellence
Trip Advisor



City Information Centre
2015 Visit England Award



The UK and Ireland Branch of the International Association of Music Libraries, Archives and Documentation Centres (IAML – UK & Irl) has awarded one of its prestigious 2016 Excellence Awards to **Barbican Music Library**. The Awards acknowledge activity in music libraries from any sector which demonstrates sustained good work and good practice with the potential to be adopted and adapted by others. L-R: Danae Robertson, Michael Southwell, Jacky Mitchell, Richard Jones, Sue Popkin, and Charlotte Jones.



Keats House
2016 Certificate of Excellence Award Trip Advisor
2015 Time Out Love London Award Winner
2016 Hudson's Heritage Awards ↑



LMA's Archive Service was awarded an Accreditation certificate by The National Archives.

The highest possible rating of 'Excellent' was achieved by **Tower Bridge** in the annual assessment by Visit England for the Visitor Attraction Quality Assurance Scheme (VAQAS) with 88% scored; an improvement on the 86% scored in 2014/15 and a record for the business. Visit England also awarded Tower Bridge Exhibition a highly coveted Welcome Accolade, "reflecting the wide variety of world-class attractions on offer in England and provide the perfect reason to book a visit."

The Bridge was also recognised at the 2016 Prestige Events COOL Awards as 'Best On-Water Venue' →



Progress against Key Objectives and Key Performance Indicators 2015-2016 – Quarter 4 (01/01/16 – 31/03/16)

Ref:	Description						Status
							R/A/G
Objective CHL1: To refocus our services with more community engagement and partnerships with others.							
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Q4 outcome	Status
1) Remodel the City Information Centre (CIC) through restructuring, sponsorship and introduction of Foreign Exchange (FX) service	31/12/15	Restructure complete.	Staff structure in place	Contract with Take One Media secured, selling CIC racks and screen space; the contract will earn £2k in 2015/16 and a guaranteed £12k in 2016/17.	New 3-year tender for FX service underway (current contract runs to June).	Centre takeover with Northern Tourism Growth Fund complete realising £8k income and attracting Government interest (attended by Minister for Tourism).	G
	31/03/16	At least 33% of sponsorship agreed.	FX Service installed in June 2015 generating income of £40k in 2015/16	Overall, £67k savings realised for 2015/16 (63% of CIC SBR), with a further 9.5% secured for 2016/17.	Opportunity for “centre takeovers” launched for UK destinations to take over the CIC for a week of marketing / campaigns. Northern Futures secured at £6,500 this financial year,	Contract with FX provider agreed for 10 years on current terms (inflation linked) giving sustainability for the business (40k per annum)	
	31/03/16	Introduce FX service.	Total saving realised in Q1 is £65k – 62% of total.				

					making total savings realised for 2015/16 £73.5k (70% of CIC SBR).	<p>service to boost profits and secure remaining £28k to be launched in summer (June/July).</p> <p>Take One Media contract under negotiation for renewal at three year term (12k per annum).</p> <p>With staff restructure (25k per annum), if all initiatives successful as current projections suggest, SBR target will be realised at 100% by April 2017.</p>	
2) Reconfigure Shoe Lane Library in partnership with DCCS, and establish plans for reconfiguration of Barbican Library	31/12/15 31/03/16	<p>Reconfiguration plans for Barbican Library produced.</p> <p>Shoe Lane reconfigured.</p>	Gateway 1/2 reports for each project approved at Projects Sub (Policy & Resources Committee) 6/5/15. The	Discussion with the City Surveyor and the Chamberlain around the location of the budget to hire a consultant is	The delays have continued throughout this quarter. We have been assured by the City Surveyor that action will	Plans for reconfiguration of Barbican Library have been shelved on the advice of the City Surveyor due to cost and complexity.	A

			City Surveyor is currently appointing an external consultant to plan and cost the projects.	ongoing but has delayed progress. We expect to have resolution on this within the next month	be taken to ensure this is progressed in early January 2016	Plans for Shoe Lane have now been produced and are in the process of being accurately costed by the City Surveyor. A new deadline for the completion of this work has been set as 31 Dec 2016.	
3) Investigate options for alternative models at Keats House and deliver a report with recommendations	30/09/15 31/03/16	Options identified Report delivered	Meetings held with the National Trust, and local volunteer representative, to invite them to make proposals. Currently awaiting their response. Continuing to work with neighbours on fundraising possibilities. London universities	Specialist consultant procured (Team Tourism); options report with recommendations due in Q4 (January 2016).	Exploratory meetings and conversations with potential partners continue in order to understand options. All relevant trusts, commercial tourism operators and educational establishments who may have an interest have now been engaged.	Research complete and report with options will be submitted to May CHL Committee.	G

			have declined. House curator is scoping a brief for further consultancy work on income streams and business models.		Consultant's report scheduled for Q4 with report to CHL committee anticipated in May 2016.		
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Ref:	Description						Status
							R/A/G
	Objective CHL2: To transform the sense of the City as a destination.						
Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Outcome	Status
4) Achieve 6 lunchtime markets and 2 major events in Guildhall Yard	31/12/15 31/03/16	Markets and events planned and promoted Programme delivered	3 markets held in Q1 (April, May and June); further markets scheduled for July, Sept., Oct. and Dec 2015 Gladiator Games (produced by Museum of	2 markets held in Q2 (July and Sept) bringing annual total to 5 (each market is attracting c.1500 visitors) Gladiator Games held in August (reaching 74.4% of total capacity /	2 markets held in Q3 with an additional evening and lunch market delivered by Red Cross as part of their Christmas activities in Guildhall itself. As anticipated, numbers for	Lumière attracted 14,100 visitors; new events planned with Battle of Somme exhibition launching 1 June, a cinema offering for a week in August, and a series of dates planned to host the MOLA time truck. In addition	G

			London) confirmed as major event in Yard - August 2015 and Guildhall Library / GSMD collaboration – a Son et Lumière in celebration of MC800 – is scheduled for September 2015	7,369 seats sold); Son et Lumière held in Sept. attracting 1,100 visitors. Major events target achieved.	the markets has decreased with the colder weather but are still attracting around 1,000. A second Son et Lumière negotiated for the Yard (for Shakespeare 400 – to take place in Q4).	a City Police “open day” is planned for July, to promote the new City of London Police Museum opening at Guildhall in autumn. Lunch market contract has been retendered and same supplier contracted for a further 10 markets over the year. Originally operating at a loss to CoL in first year (guarantee of footfall precluded providers committing to any significant payment); markets will now turn a small profit which will be fed back into Yard programming.	
5) Deliver a new Cultural Strategy for the City.	31/03/16	Strategy produced and agreed.	Revised strategy	Chief officer consultation on	Cultural Strategy	Strategy produced and	G

			drafted; awaiting comments from Chief Officer	the revised draft strategy to take place in Q3.	drafted and with the Town Clerk for approval ahead of its submission to CHL (anticipated in March)	agreed with Museum of London and Barbican heads. With Town Clerk for review.	
6) To embed the Tower Bridge online retail offering and to achieve 5% of ticket sales/retail via this method.	31/12/15 31/03/16	Achieve 3% of retail/ticket sales online Achieve 5% of retail/ticket sales online	Project progressing to schedule with the new system to 'go live' by last week of September 2015.	Online ticketing element is performing well and on track to meet the December target.	The online retail system soft launched end of November with a full promotional programme due to commence mid-February. Performance currently exceeding target.	Now fully established and despite a minor delay in marketing activities due to technical issues, 15/16 income for combined online ticketing and retail represented 8% of all admissions and retail income at Tower Bridge.	G

Ref:	Description	Status
		R/A/G
Objective CHL3: Continue to use technology to improve customer service and increase efficiency.		
Actions / Milestones	Target Date	Measure of Success
		Q1 Progress
		Q2 Progress
		Q3 Progress
		Q4 Outcome
		Status

7) Deliver year 1 of LMA 5-year digitisation plan	31/12/15 31/03/16	Funding bid to Heritage Lottery Fund fully scoped. 600,000 images made available publicly through major commercial and other partnerships.	184,132 digital images created. Work continues with Ancestry to complete the contract novation and sign off the content addendum. Research and development work for the HLF bid is underway.	Work on contract novation with Ancestry completed - phase two of this programme will begin shortly. Progress with scoping bids to HLF and Wellcome continues. 19,014 digital images were created.	Work on Phase Two of Ancestry programme has started. Progress continues with discussions with HLF and the Wellcome and plans are being mapped for the 2016-17 work plan. 42,168 digital images were created. Ancestry scanning totals will be combined into the Q4 report.	Negotiations for a genealogical web service provider from 2017-18 have started. Work on Ancestry Phase Two continues. First meeting held with HLF. 362,325 digital images created; figure incorporates all Ancestry scanning begun in Q3. Total for 2015-16 is 607,639 digital images.	G
8) Select and implement new Library Management System	31/03/15 30/06/15 31/12/15	Tender stage reached. System/Supplier selected. System implemented.	Tender documents received from 4 suppliers. All bids scored by the panel comprising library staff, IS staff and an external consultant. 2 shortlisted suppliers were	The project has advanced to configuration / implementation stage. There has been good progress on stage 1 training (training from supplier to staff), data mapping and system build.	The new LMS was launched on 22 January 2016. The project is now complete.	The LMS has been implemented at all 5 libraries. The system change has resulted in a departmental annual saving of £100K. We are now going through a cycle of continual improvement and	G

			interviewed and the contract was awarded to Sirsi Dynix. The new contract is more efficient and economical than the current one and savings will be used to improve the public IT infrastructure.	Go-live date is on track for the end of January 2016.		development and have negotiated free work packages and consultancy services from Sirsi Dynix.	
9) Renew public IT infrastructure across libraries and LMA	31/12/15	Scoping of capital project complete	Solutions were sought from Agilisys and other suppliers. A proposed solution and a report outlining the project and requesting some funds to enable the start-up has been written for Project Sub Committee, 21/7/2015	Tekpool selected as the third-party supplier of the public IT Infrastructure and a grant of £100K awarded from the City for implementation. Site surveys have been completed, the new lease lines are on order and the	Work is progressing with the GHL/CBL BT survey now completed and all lines connected up. Printing, ICAM and kiosks are being configured to work with the new hosted solution. The lending	Successful live deployment has taken place at Shoe Lane and Artizan Street libraries with Guildhall, City Business and Barbican to follow. At LMA, the road is being dug up by third parties to allow for new cabling to be installed and this	G

				technical work has been initiated.	libraries are expected to be the first to trial run the new system in February 2016.	should be completed by the end of May 2016.	
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Ref:	Description	Status
		R/A/G
Objective CHL4: To develop the City's contribution to the life of London as a whole.		

Actions / Milestones	Target Date	Measure of Success	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Outcome	Status
10) Increase visits to attractions in the Square Mile by 3%, as measured by the City's Visitor Attractions Monitor (VAM)	31/03/16	Achieve a 3% increase on a baseline of 6,613,154 visits (2014/15) N.B. Quarterly reports reflect calendar quarters and <u>not</u> fiscal year as data collection causes three month lag.	Q1 (Jan to Mar 2015), the VAM records a 1% increase year-on-year (Jan +3%, Feb +5% and Mar -1%); it should be noted that the real gains are made in summer through to Christmas and so the Q1 result is not a true indicator	Q2 (Apr to Jun 2015); the VAM records -4% year on year with a drop of -2% over Q1 and Q2 (Jan-June). Specifically, June shows growth of +1% with, Apr at -10% and May at -2%. (Total visits to date: 3,118,511).	Q3 (Jul to Sep 2015), the VAM records a 0% increase year on year, with Q1 to Q3 year to date figures recording -1% on 2014. Specifically, Jul shows growth of 3%, Aug a decrease of -3% and Sept an increase of	For Q4 (Oct to Dec), the VAM records a drop of -5% year-on-year with November significantly down (-13.5%) in the wake of the Paris attacks (this impacted significantly on international visits). For the year, the VAM records a 2% drop in visitor	G

			for the year.		1%. (Total visits to date: 5,023,000) It should be noted that Q3 figures are marginally the highest since the Monitor started in 2010.	numbers. This is largely due to external issues relating to the weather and acts of terrorism but also because there have been no major national visitor draws in 2014 like the poppies at Tower of London (which significantly boosted 2015 figures). The annual visitor figure is 5% below target overall at 6,499,451 visitors.	
Note for KPI 10:	<i>This indicator is recorded in calendar quarters not financial quarters.</i>						
11) Facilitate and support plans for cross-departmental commemorations of major 2015/16 anniversaries, including Shakespeare, the Great Fire and the Battle of the Somme	26/06/15 21/09/15	Establish partnerships, working groups and appropriate links in support of the Great Fire 350 Deliver City programme of visitor	Steering Group and Project Board established for Great Fire 350. All MC800 events are programmed	Steering Group and Project Board for Great Fire 350 continue to meet. In Q2, MC800 events	In Q3, a partnership between Shakespeare's Globe and the City was brokered resulting in a shared-cost	In Q4, the Shakespeare Lumière was an unprecedented success attracting 14,100 to the Yard; a new installation around Visscher's	G

	04/01/16	events for Magna Carta 800	including free guided walks from Temple to the Heritage Gallery taken by a total of 246 visitors in June	reached their conclusion with record numbers of 16,218 achieved at Guildhall Art Gallery (busiest month since opening in 1999).	self-guided walk being produced highlighting places where Shakespeare lived (City) and worked (Bankside). The walk is the most popular of the walks series.	panorama was installed at GAG; the Heritage Gallery displayed Shakespeare treasures and a series of umbrella events promoted under the Shakespeare Woz Ere banner saw a leaflet pick-up rate of 94% (75% regarded successful) and Shakespeare being the most visited pages on the Corporation's website (after homepage and jobs) from 11 Jan – 20 March.	
	31/03/16	Establish collective programme and deliver campaign in support of the City's response to Shakespeare 400	averaging 7.5 a day against a benchmark for City walking tours of 6 /day); and the Huguenots Festival (began 1 June) achieving an 88% pick up rate for brochures (benchmark for successful campaigns is 75%)	MC800 activities there included No Colour Bar and Heritage Gallery with Magna Carta on display.	A major "Shakespeare Woz Ere" campaign has also been developed sharing costs with the Globe and Barbican; the City is signed up to the London Shakespeare 400 consortium (through which it is promoting its events); and a new Shakespeare Son et		
	31/03/16	Establish supporting programme with Guildhall visitor assets for Battle of the Somme exhibition in Yard		In addition, 1,206 enjoyed free Magna Carta walks (June – Sept) and the MC800 Son et Lumière attracted 1,100 to Guildhall Yard. The City's MC800 leaflet achieved an 86% pick up		Battle of Somme has seen sponsorship brokered with Cheapside and Broadgate for on-street displays around Verdun; the Diocese of London sponsoring a	
		Assess and agree Artichoke and City draft programme for Great Fire 350 to meet with City funding objectives	All other planned events in Guildhall Yard are programmed for Q2				

				<p>across London (benchmark for successful campaigns is 75%).</p> <p>Shakespeare 400 arrangements and partnerships continue to be under negotiation (with Globe and others).</p>	<p>Lumière in the Yard has been agreed for Q4.</p> <p>Sponsorship for Battle of the Somme in the Yard has been agreed and an accompanying exhibition in the City's Heritage Gallery is confirmed.</p> <p>LMA is working with the MoL as they prepare a major exhibition and new website for the Great Fire commemorations.</p>	<p>lecture series at St Lawrence Jewry (and Guildhall Library); and a leaflet being produced as well as significant press interest.</p> <p>For Great Fire, £1.2m has been raised in addition to the £300k granted by CoL and the final programme is being drawn up. An umbrella programme leaflet has been commissioned for production in June and London and Partners have agreed to host the Great Fire website (and all City events) on VisitLondon.Com – providing significant domestic and international reach.</p>	
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12) Develop a 20-year plan for the location and services of LMA	31/03/16	Plan developed	Gateway 1 and 2 proposal for phase 1 of an accommodation review approved by Projects Sub in July. Project Board set up, meetings begin in Sept. Report due February 2016.	Project Board, including two external advisors, has met and decided scope and reporting schedule. Report due March 2016.	Project Board reviewing options on the basis of detailed calculations of space requirements to allow for detailed financial comparisons and recommendations to be made.	Draft Report circulated to Board for comment with proposal for future work to be undertaken by City Surveyors on detailed costings and possible locations. Report to be submitted to Projects Sub in 2016/17.	G
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Rating key:

Red = between 0 – 75% **Amber** = between 76 – 90% **Green** = between 90 - 100% (per quarter success measure)

Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Q3 result	Q4 result	Annual Outturn	Rating	CoL Average
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	100%	100%	100%	50%	90.9%	Green	80.8%
SRS D	Full response to requests for specific	100%	100%	60%	100%	80%	85%	Green	89.1%

	information or services requested via email within 10 days								
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	92.4%	93.2%	94.1%	93.6%	93.4%	Green	90.9%
SRS F	% of calls answered by voicemail	<10%	2.5%	4.3%	4.8%	3.3%	3.8%	Green	7.2%
NOTES	<ul style="list-style-type: none"> • SRS A and SRS B are not applicable for Culture Heritage & Libraries Department. • SRS D - small sample size of 5 means results may be skewed. 								

Capital Projects - Outturn, 2015-16 update

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

Brief description of potential project	Estimated cost	Expended to 31 March 2016	Indicative source of funding	Indicative timetable for project
Tower Bridge High Level Walkway Roof Coverings	£300k - 500k	£0	Bridge House Estates	Detailed Options Appraisal Report will be submitted to relevant committees in July 2016.
Tower Bridge Engine Rooms, Reception & Gift Shop	£320k	£3k	Bridge House Estates	Works now expected to be undertaken in 2016/17 following completion of the Bridgemaster's House Project
Lord Mayor's Show Historic Carriages Refurbishment(Phase 1)	£267,200	£2k	City's Cash	Works to be completed between the 2015 and 2016 shows. Investigations will inform the need for further phases of works
Monument Residual Works	£108k	£3k	City's Cash	Planned to complete in February 2017
Shoe Lane Library Transformation	Up to £250k	£8k	City Fund	Planned for completion during 2016
Barbican Library Transformation	£250k – £5m	£0	City Fund	Work has been halted due to pressures on internal resources and until further clarity is available in relation to the wider development of the Cultural Hub.
Libraries and LMA IT and Infrastructure	£100k	£100k	City Fund	Implementation to be completed by March 2016

London Metropolitan Archives Roof Renewal	£1,585k	£42k	City Fund	Planned to complete during 2016/17
London Metropolitan Archives Future Accommodation Planning	Up to £5m	£0	City Fund	Overall Programme July 2015 to February 2016, with potential to lead on to a longer substantive capital project

Committee(s)	Dated:
Culture, Heritage and Libraries	11/07/2016
Subject: Police Museum Business Plan	Public
Report of: Director of Culture, Heritage and Libraries Report author: Sara Pink	For Information

Summary

Following the Police Museum presentation at the May Culture, Heritage & Libraries Committee, it was requested that a fuller Police Museum business plan to be made available to the Committee. This is included at Appendix one.

Recommendation

Members are asked to:

- Note the report and appendix

Main Report

Background

1. The Clockmaker's Museum was an independent exhibition whereby the Corporation had no involvement in the promotion of or management of the Museum. Following their departure in September 2014, the museum space stood empty attracting no footfall and no income. After reviewing various ideas and possibilities for the space, and with the enthusiastic support of the CoL Police, we approached the Heritage Lottery Fund with a bid for external funding to re-open the space as a reinvented Police Museum. The HLF were overwhelmingly supportive and awarded us funding of over 80% of the project cost.
2. The opening of the new Museum is a natural extension of our heritage and cultural offer, strengthening Guildhall Galleries and contributing to the on-going transformation of the City's heritage.

Current Position

3. The museum is currently in the 'design and build' stages and is due to open in October 2016. We are working closely with the Guildhall School of Music and Drama to reimagine the collection and present the stories in both traditional and non-traditional ways.

4. A programme of associated talks, tours, special events and ticketed late views are being developed and we have engaged with a number of schools and colleges to ensure the museum features in the curriculum, aligning with the educational and employability strategies of the City of London.
5. The opening of the reimagined museum will be celebrated and promoted through a City of London Police Open Day in Guildhall Yard on 27 July 2016.

Conclusion

6. The reimagined Police Museum will open within the existing staffed Guildhall and City Business Libraries complex and will not add to the running costs for the public library services. The use of vacant space in this way will greatly enhance the visitor journey, enrich our cultural and heritage offer and help position the City as a destination of choice.

Appendices

- Appendix 1 - Police Museum Business Plan

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Police Museum Business Plan, 2016-2019



1. Executive Summary

The Culture, Heritage and Libraries (CHL) department, in partnership with the City of London Police (CoLP) have been successfully awarded a grant from the Heritage Lottery fund of £90,300.

This will finance the relocation of the City of London Police Museum, currently earmarked for closure as part of the refurbishment of Wood Street, to the space vacated by The Clockmakers Museum.

CoLP and CHL have entered into a partnership to re-evaluate the collection; modernise its display and interpretation; widen access; develop the collection so that it can be used to engage new audiences; and provide new learning opportunities for schools and community groups.

These activities will help the public further understand the heritage of policing in the City and its evolution. There will be opportunities for young people to engage with our heritage through the exhibition and its collections. The exhibits will be supplemented by related material from Guildhall Library and by an associated events and educational programme aimed at engaging with new and existing audiences.

The opening of the new museum will ensure the collection remains accessible to the public over the next three years.

2. Operational resourcing

The Clockmakers' Museum was an independent exhibition whereby the Corporation had no involvement in the promotion of or management of the Museum. Following their departure in September 2014, the museum space stood empty attracting no footfall and no income. After reviewing various ideas and possibilities for the space, and with the enthusiastic support of the CoL Police, we approached the Heritage Lottery Fund with a bid for external funding to re-open the space as a reinvented Police Museum. The HLF were overwhelmingly supportive and awarded us funding of over 80% of the project cost.

The opening of the new Museum is a natural extension of our heritage and cultural offer, strengthening Guildhall Galleries and contributing to the on-going transformation of the City's heritage.

The small amount of internal funding needed in year one has been resourced from existing local risk budgets. We have repurposed staffing to align with our outreach

activities across Guildhall. There will not be any additional running costs in years two and three and there will not be a drain on revenue budgets in other areas.

3. Links to existing strategies

The heritage offer of a new museum unique to the City aligns with our key departmental and corporate objectives, as follows:

To refocus our services with more community engagement and partnerships with others –

- To transform the sense of the City as a destination
- To develop the City's contribution to the life of London as a whole
- CoL Key Policy Priority 5: increasing the impact and outreach of the City's cultural, heritage and leisure combination to the life of London and the nation

4. Financials and footfall

The Clockmakers' Museum attracted an annual rental charge of £9,000. In addition, they attracted, on average, 12,000 visitors each year. Visitors to the libraries complex where the museum will be based average 103,000 per year.

Extrapolating from this and, in light of a marketing and social media campaign for the Police museum, visitor numbers are expected to more than double.

The recent Crime Museum at the Museum of London was their most successful exhibition of all time in terms of visitor numbers, proving that the theme of crime and policing has appeal with Londoners.

The City Guides and Blue Badge guides have agreed to include the Police Museum on their tourist routes of London, bringing coaches of tourists to the museum from the City Information Centre en route to the Museum of London.

Although the terms of the Heritage Lottery funding stipulate that museum entry should be free and accessible to all, we are able to charge for special events, talks, receptions and corporate hire. We have been approached by companies who specialise in unusual venues for corporate hire.

In addition, we are designing a range of City of London Police Museum merchandise to sell and there will be a donations box in the museum.

We also intend to bid for additional external funding from other sources in order to change the temporary displays within the permanent exhibition in years two and three.

All income generated will be reinvested back into the museum in order to update displays.

Visitor numbers and income projections for the next three years, summarised in table 2 below, are inevitably speculative at present and will be revised in the light of experience once the Museum opens. The commitment is for three years and it has always been understood that the future of the Museum will be reviewed in 2018 taking into account its success levels, the developing plans of the Museum of London, and evolving corporate strategy around Guildhall space.

Table 1: Year 1 – One-off project set-up costs with breakdown

Cost Heading	Description	How much (£)	Non recoverable VAT	Total (£)
Professional Fees	Museum concept design and development	7000		7000
Professional Fees	Working Drawings	1200		1200
Professional Fees	Showcase dressing (directed by designer/curator)	1200		1200
Professional Fees	Education sessions delivered by freelancers (20	3000		3000
Repair and conservation work	Repair and conservation of artefacts within the collection (textiles, costumes, paper, photographic, and mixed material)	9500		9500
New build work	Floor (approx. 140sqm) Re-cover using an engineered board. Includes an allowance for a feature or treatment to enhance visitor experience	7450		7450
New build work	Internal walls: 3m with spray finish ready for application of graphics or installation of interactives. Materials FSA certified/FR rated	4890		4890
New build work	Electrics Qualified electrician to connect all lighting to the existing power supply	3420		3420
Digital outputs	Exhibition showcases (a minimum of 4) providing suitable	25000		25000
Equipment and materials	Graphics/Panels production: Panels, labelling, signs, to interpret exhibits on internal walls and in	8500		8500
Equipment and materials	Sensory: Atmospheric sounds and smells in designated areas	4000		4000
Equipment and materials	Interactive: Integration of interactive screens within the wall	2100		2100
Training for	Oral History Training for volunteers: two sessions (@ £400 per session + trainer expenses	900		900
Travel for volunteers	Travel for volunteers to attend training and carry out interviews	500		500
Expenses for	Out of Pocket expense, including: Subsistence, parking charges, refreshments for interviews,	500		500
Cost of producing	Developing session outlines, content, and materials for education sessions	7400		7400
Evaluation	External evaluator to compliment internal evaluation of project and learning outcomes. (4	1400		1400
Contingency	Contingency at 10% of total budget	9940		9940
New build work	Relocation of collection and cases to new venue	4000		4000

Equipment and materials	Oral History recording equipment: 1 x recorder, 1 omni-directional microphone,	300		300
Professional Fees	Informal learning sessions delivered by freelancers	5350		5350
Publicity and	Design & production of physical & digital marketing resources	1750		1750
Total		109300		109300
Source of funding	Descriptio	Secured?	Value	
Cash	City of London Corporation match funding	Yes	10000	
Cash	City of London Police match funding	Yes	9000	
HLF grant request			90300	
Total			109300	
5c Financial summary				
Total costs		109,300		
Total income		19,000		
HLF grant request		90,300		
HLF grant %		83		

Table 2: Years 2 and 3 - Operating costs and projected income generation

Years 1 - 3	Annual costs	Projected Income	Projected Footfall	Development budget
2016/17	109,300	9,000	30,000	9,000
2017/18	0	10,000	45,000	10,000
2018/19	0	12,000	55,000	12,000
Totals	109,300	31,000	130,000	31,000

Agenda Item 10

Committee(s)	Dated:
Culture, Heritage and Libraries	11/07/16
Subject: Revenue Outturn – 2015/16	Public
Report of: The Chamberlain and Director of Culture, Heritage and Libraries Report author: Mark Jarvis	For Information

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2015/16 with the final agreed budget for the year. Overall total net expenditure during the year was £18.942m, whereas the total agreed budget was £20.355m, representing a decrease in net expenditure of £1.413m. The underspend on the Director's local risk was £0.898m of which £0.813m related to Tower Bridge Tourism.

Summary Comparison of 2015/16 Revenue Outturn with Final Agreed Budget			
	Final Approved Budget £000	Revenue Outturn £000	Variation Increase/ (Reduction) £000
Local Risk			
Director of Culture, Heritage and Libraries	7,300	6,402	(898)
City Surveyor	661	619	(42)
Total Local Risk	7,961	7,021	(940)
Central Risk			
Director of Culture, Heritage and Libraries	6,433	6,120	(313)
Total Central Risk	6,433	6,120	(313)
Capital & Support Services	5,961	5,801	(160)
Overall Totals	20,355	18,942	(1,413)

The Chief Officer has submitted requests to carry forward £119,000 from the local risk underspend, and these requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

Recommendations

- It is recommended that this revenue outturn report for 2015/16 and the proposed carry forward of underspends to 2016/17 are noted.

Main Report

- Actual net expenditure for your Committee's services during 2015/16 totalled £18.942m, an underspend of £1.413m compared to the final approved budget of £20.355m. A summary comparison with the final agreed budget for the year is tabulated below. In this and subsequent tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure. A reconciliation of original local risk budget to the final agreed local risk budget is provided in Appendix A.

Culture, Heritage and Libraries Committee – Comparison of 2015/16 Revenue Outturn with Final Agreed Budget

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variation Increase/ (Decrease)	Paragraph Reference
	£000	£000	£000	£000	
LOCAL RISK					
Director of Culture, Heritage & Libraries					
City Fund					
Guildhall Library, Information Services & City Business Library	1,537	1,583	1,598	15	
Barbican & Community Libraries	1,840	1,908	1,862	(46)	2
Central Management	676	673	647	(26)	
Guildhall Art Gallery	363	364	376	12	
London Metropolitan Archives	2,011	2,063	2,062	(1)	
City Records Service	1,052	1,059	1,073	14	
Visitor Services & City Information Centre	604	624	619	(5)	
Lower Thames Street*	8	8	10	2	
Total City Fund	8,091	8,282	8,247	(35)	
City's Cash					
Monument	(235)	(194)	(236)	(42)	3
Keats House	190	189	189	-	
Heritage Gallery	-	9	9	-	
Artichoke Great Fire	-	300	300	-	
Mayoralty & Shrievalty*	90	90	82	(8)	
Total City's Cash	45	394	344	(50)	
Bridge House Estates					
Tower Bridge Tourism	(525)	(1,376)	(2,189)	(813)	4
Total Bridge House Estates	(525)	(1,376)	(2,189)	(813)	
Total City Surveyor	722	661	619	(42)	5

TOTAL LOCAL RISK	8,333	7,961	7,021	(940)	
CENTRAL RISK					
Museum of London Grant	5,292	5,292	5,292	-	
City of London Festival	385	385	382	(3)	
Other costs including rent, rates, service charges & capital	697	756	446	(310)	6
TOTAL CENTRAL RISK	6,374	6,433	6,120	(313)	
CAPITAL & SUPPORT SERVICES	5,253	5,961	5,801	(160)	7
OVERALL TOTAL	19,960	20,355	18,942	(1,413)	

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

Reasons for Significant Variations

2. The movement to a new Libraries Management System and associated technical problems meant that the Libraries were unable to order new and replacement stock for a longer than anticipated and planned period.
3. The £42,000 surplus at the Monument was achieved through a combination of a modest amount of income above target but mainly in significant planned underspend on marketing and minor works.
4. The £813,000 surplus at Tower Bridge reflects the exceptionally high numbers of visits to the exhibition based on continued public interest in the glass floor feature, installed in November 2014. The number of visitors to the Exhibition for the year was above target by 11% and above 2014/15 performance by 18%. This is the first year the Bridge has exceeded the milestone of 800,000 visitors and the income generated as a result was achieved in addition to the resource base being increased by £350K at the time of revised estimates. 2016/17 however presents uncertainty in terms of the Engine Rooms being closed for 6 weeks during refurbishment and the entire bridge likely to close for 3 months between October and December for essential resurfacing works, naturally making the prospect of similar levels of over-achievement unlikely/difficult to predict for this financial year.
5. The City Surveyor underspend of £42,000 is due to changes in the phasing over the 3 year cycle of each of the Additional Works Programmes, projects have been prioritised and re-phased over those 3 years
6. The Central Risk other costs and charges underspend of £310,000 is mainly due to two large rates refunds at the Barbican Centre, which has reduced the Barbican Libraries rates bill by £254,000.

7. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variation Increase/ (Decrease)
	£000	£000	£000	£000
CAPITAL & SUPPORT SERVICES				
Capital Charges	1,961	2,044	1,730	(314)
Support Services, including Chamberlains, Comptrollers & Town Clerks	678	878	938	60
Surveyors Employee & IT Recharges	881	980	1,108	128
Guildhall Admin Buildings	2,318	2,214	2,130	(84)
Insurances, including premises & Liability	266	207	199	(8)
Other recharges	(851)	(362)	(304)	58
TOTAL CAPITAL & SUPPORT SERVICES	5,253	5,961	5,801	(160)

The capital charges relating to Guildhall Improvement Works were lower than budgeted due to a change in the basis of apportionment between services. However, the impact on the City Fund overall was neutral. In addition, there were lower than budgeted costs on the Guildhall Complex. These were offset in part by increases to support services and Surveyors & IS Recharges due to revised methods of apportionment and usage of services. Recharges have a corresponding contra entry in their own accounts. Consequently these charges have no overall impact on net expenditure.

Local Risk Carry Forward to 2016/17

8. The Director of Culture, Heritage and Libraries has a local risk underspend of £898,000 on activities overseen by your Committee, of which £85,000 relates to City Fund and City's Cash and the balance of £813,000 relates to Bridge House Estates. The Director is proposing to request that £47,000 of City Fund and City's Cash underspend be carried forward with £72,000 of the Bridge House Estates underspend being requested, all of which relates to activities overseen by your Committee. The following purposes are proposed: -

- essential works following completion of the 3 year DCCS/Berkeley Homes Bridge master's development including window decals, snagging works for Engine Room entrance, equipment – originally earmarked for 2015/16: **£52,000**
- contribution towards costs of Martin Parr exhibition, (from Guildhall Art Gallery), being mounted and reinterpreted in the Tower Bridge Engine rooms: **£20,000**
- part of the purchase price of a unique early photograph of the Monument, which has been assessed by appropriate expert staff as both important and as fitting the profile of CoL collections: **£25,000**

- enhancements to technology systems in the libraries to streamline services and improve efficiency, including: licences for data services to facilitate electronic ordering of stock; wireless desk chargers for library users; digital enhancements to the new libraries management system: **£12,000**
- installation of self-service lockers for visitor use in Guildhall Art Gallery cloakroom: **£10,000**

Contact:

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Appendix 1

	£000
Original Local Risk Budget	8,333
City Fund and City's Cash carry forwards	162
All funds contribution pay, budget uplift	36
City's Cash Artichoke Great Fire and Heritage Gallery budget transfers from Finance Committee	309
Transfer from Community and Children's Services for Barbican Library's work with children	37
Bridge House Estates local risk - one-off transfer from local risk to revenue to fund the engine rooms entrance and gift shop/reception upgrade capital projects	(505)
Bridge House Estates – Income targets increased at Tower Bridge due to excellent performance during the first six months of the year	(350)
City Surveyor local risk changes in the phasing over the 3 year cycle of each of the Additional Works Programmes	(61)
Final Agreed Local Risk Budget	7,961

Committee	Dated:
Culture, Heritage and Libraries	11 July 2016
Subject	Public
Implementation of Grants Review	
Report of:	For Decision
Deputy Town Clerk	
Report author:	
Scott Nixon, Project Manager	

Summary

In March 2016, Resource Allocation Subcommittee and Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the Effectiveness of Grants Service Based Review (SBR).

The aim of the work undertaken was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits.

The Policy and Resources Committee agreed that:

- a) The grant programmes that were in scope for immediate centralised administration;
- b) Four overarching funding themes for the grant programme (for 2016-2018) would be established; Inspiring London through Culture – to be the responsibility of the Culture, Heritage and Libraries Committee;
- c) The geographical area for the consolidated grants programme or individual themes would be left to the discretion of the decision making Committees as part of their agreement of grant eligibility criteria;
- d) The proposed allocation of funding across the four funding themes, and;
- e) That the Grant Programme arrangements would be reviewed in 2018 to align with City Bridge Trust’s next quinquennial review.

The Policy and Resources Committee it was also resolved that the Culture, Heritage and Libraries Committee terms of reference would be amended *‘To be responsible for grants in relation to the programme for culture and arts from funds under the Committee’s control’* and that this amendment would be included in the annual report to the Court of Common Council in April 2016 for approval.

Recommendations:

1. To note the agreed 'Inspiring London through Culture' overarching funding theme for the 2016-2018 Central Grants Programme.
2. To note the level of funding available for the 'Inspiring London through Culture' theme.
3. To discuss and agree the Central Grants Programme eligibility criteria for the 'Inspiring London through Culture' theme', which includes the geographical area covered.
4. To agree to delegate authority to the Policy and Resources Committee to approve the levels of staffing and associated management fee.

Main Report

Background

1. Funding Themes and Allocation of funding

- 1.1 Following consultation with Chief Officers, four overarching themes were proposed for the 2016-2018 Central Grants Programme and were subsequently agreed at the March 2016 Policy and Resources Committee.
- 1.2 The agreed overarching funding theme and level of funding for 'Inspiring London through Culture' allocated equally over two financial years is as follows:

Funding Theme	Grant Decision Making Committee	2016/17	2017/18	Total
Inspiring London through Culture	Culture, Heritage and Libraries	£72,569.83	£72,569.83	£145,139.66
Total		£72,569.83	£72,569.83	£145,139.66

- 1.3 It should be noted that the total funding amounts expressed in the above table do NOT include deductions for the proposed management fee, and therefore differ from the figures presented to the Policy and Resources Committee in March.

2. Sub Themes

- 2.1 With the overarching themes for the Central Grants Programme agreed, it is requested that each grant decision making committee now discuss and agree any appropriate sub-themes for their specific theme.
- 2.2 The below sub themes have been developed further in consultation with Chief Officers and are hereby submitted for Member consideration:

Funding theme	Sub-themes
Inspiring London through Culture	<ul style="list-style-type: none"> • Promoting access for all to participate in the City of London’s cultural offer • Investing in London’s creative future through innovation and excellence • Enhancing public benefit in the City of London through culture or heritage • Supporting the development of the City of London’s “cultural hub”

2.3 Once the sub-themes have been agreed by this Committee, the information will be incorporated into the corresponding section of the grant eligibility criteria.

3. Grant Eligibility Criteria

3.1 Members are requested to discuss and agree the eligibility criteria of the ‘Inspiring London through Culture’ theme, attached as Appendix 1. Points to confirm include:

- Having two grant rounds per year over the course of the two year grants programme, with a normal maximum of £7,500 per grant (but provision made for larger awards in exceptional circumstances).
- The deliberately non-prescriptive stance, beyond meeting one or more of the key criteria (so as to make the scheme as open as possible).
- The stipulation that successful schemes must deliver at least some of their benefits within the Square Mile (the funding envelope being too small to encourage schemes from all over London).

3.2 Members should note that although opening and closing dates have been proposed within the eligibility criteria, these dates will only be confirmed once all eligibility criteria for all four funding themes have been finalised.

4. Process

4.1 It is intended that applications will initially be assessed by the Central Grants Unit before being considered by a small Officer/Member panel which will make recommendations to the Culture, Heritage and Libraries Committee as to whether funding should be awarded or not. This will make the process more manageable and will mirror the successful operational arrangements for applications for art installations, which are considered by the City Arts Initiative before coming to Committee.

5. Central Grants Unit Staffing/Management fee

- 5.1 In order to manage the Central Grants Programme effectively a new Central Grants Unit was proposed to Resource Allocation and Policy and Resources Committee in March 2016.
- 5.2 Members questioned the ratio of the resources required to run the Central Grants Unit in comparison to the amount of funds it would dispense. The Chief Grants Officer undertook to look at the resourcing of the unit.
- 5.3 Until all grant giving committees have been consulted on their individual eligibility criteria, it is not possible to calculate the wider level of resourcing required to manage the Central Grants Programme.
- 5.4 It is therefore proposed that this Committee agree to delegate authority to Policy and Resources Committee to agree the levels of staffing and corresponding proportionate management fee to be deducted from all grant programmes to be administered by the Central Grants Unit.
- 5.5 The Central Grants Programme will be unable to go-live until the appropriate levels of staffing have been agreed and are in place.

Appendices:

Appendix 1 Eligibility Criteria

Background Papers:

Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

Scott Nixon

Project Manager, Town Clerk's Department

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Inspiring London through Culture

1. Introduction

The City of London Corporation aims to keep the Square Mile as the creative heart of a world-leading city of culture. It also wishes to fulfil its historic role as a steward of unique heritage of international importance. The City is one of the great cultural hubs of London, much visited from all around the world, with a wealth of things to see and do and a vibrant mix of artistic activity.

The City of London Corporation is one of the UK's major funders of culture and heritage and directly supports a range of institutions and activities in these fields. It also recognises and welcomes the wide range of organisations, large and small, who further enrich the Square Mile's cultural offer and who may benefit from additional support or sponsorship to help initiatives to develop.

2. Types of projects and activity to be supported

The scheme deliberately seeks to be open-minded and imaginative in defining the kinds of activities or projects which can be supported. Proposals must meet one or more of the following criteria:

- Promoting access for all to participate in the City of London's cultural offer
- Investing in London's creative future through innovation and excellence
- Enhancing public benefit in the City of London through culture and heritage
- Supporting the development of the City of London's Cultural Hub.

Successful schemes must deliver some or all of their benefits within the Square Mile itself – we do not have funds to support schemes which will be wholly delivered elsewhere in London. Without being prescriptive, we are likely to welcome proposals which demonstrate

- Some level of matched funding – we value opportunities where some City funding can help to lever in funding from other sources
- Partnership with one or more cultural/heritage providers already operating within the City.

The scheme has approximately £ TBD to distribute per annum. This is a modest amount and large projects are beyond its scope. It is anticipated that individual grants will not normally exceed £7,500, though up to £10,000 may be considered for exceptional cases. The awarding Committee has the power to go above this ceiling, but the circumstances would need to be compelling.

Proposals will be considered by a small panel reporting to the Culture, Heritage and Libraries Committee of the City Corporation, where the funding decisions will be taken. There will be two award rounds per year, with closing dates of 31 December (for decision in March), and 31 July (for decision in October).

3. Who can apply for a City of London Corporation Grant?

The City of London Corporation Central Grants Programme is open to individuals or organisations that fall into one of the following categories:

Appendix 1

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable cooperative (Bencom)
- Constituted voluntary organisation

If you are an individual wanting to make an application, we ask that you apply for funding through a constituted group, organisation or charity who will be able to support and countersign your application and thus have “ownership” of the project.

Overview:

Minimum and maximum grant allowed	Opening date for applications 2016-2017	Closing date for applications 2016-2017	Decision timeframe	Geographical Boundary
£500 min £7500 max	Applications can be received at any time	31 December 2016 31 July 2017	12 weeks from closing date	Projects must have some or all benefits delivered within the City of London although applicants may be based outside the City

4. How do you apply for a grant?

To apply for a City of London Corporation grant you will need to complete an online application form by the corresponding deadline and submit this electronically with your supporting documents to the City of London Corporation Central Grants Unit.

You should send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms should be completed through the online City of London Corporation grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

5. How are applications assessed?

Once the City of London Corporation has received your online application and all supporting documents it will be passed to one of the City Corporation’s Grant Officers for assessment. As part of this process a Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.



Appendix 1

A Grants Officer may also arrange to visit your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee or Senior Manager (depending on the level of grant requested).

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the closing date. You should take account of this when planning your project.

6. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

7. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

8. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the City of London Corporation unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the City of London Corporation is final.

9. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year.



Appendix 1

If you have an enquiry that is not covered within the online guidance, please contact the City of London Grants Unit directly, who will be able provide answers to general queries regarding the application process.

10. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

11. What do we not fund?

There are some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

12. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3710, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk to find out more.

Committee	Dated
Culture, Heritage & Libraries	11/07/2016
Subject: City of London Festival: planning the future	Public
Report author: David Pearson - Director of Culture, Heritage and Libraries	For Information

Summary

The purpose of this report is to update Members on planning to fill the gap left by the City of London Festival. As agreed, a consultant has been appointed to investigate options and develop recommendations, including costed delivery models. A further report will be brought to the October meeting. Members wishing to input ideas or comments to the consultant are asked to indicate their interest.

Recommendation(s)

Members are asked to:

- Note the contents of the report
- Inform the Director of Culture, Heritage & Libraries by 22 July if they would like to input directly to the consultancy exercise.

Main Report

Background

1. The Culture, Heritage & Libraries Committee's budget includes provision of £355,825 p.a. for the City of London Festival, previously given as a grant to the City Arts Trust. Following the decision in March 2016 to award no more funds to the Trust, it was agreed in May that this sum should in principle be dedicated to a replacement activity, to fill the gap left by the Festival.
2. It was further agreed that more work was needed to scope out the options for this, and to develop properly costed and sustainable models for potential future operations. Without precluding any possibilities, the Committee agreed that any successor to the Festival should meet some key criteria: enlivening the Square Mile, opening up spaces and buildings, and broadening audiences.
3. The Committee recommended that the Finance Committee should approve the use of up to £20,000 from the balance returned to the Corporation from the 2016 City Arts Trust grant, once their wind-up costs have been accounted for, to commission further work on modelling the replacement activity. Finance Committee approved this on 7 June.

Current Position

4. Following this approval, a tender document for a consultancy exercise to undertake this work was drawn up and issued via City Procurement. Six potential candidates were contacted (having taken soundings with the Managing Director of the Barbican Centre, and the Culture Team at the GLA), and on 23 June Caterina Loriggio was appointed. She has now commenced work and we intend to bring a report with recommendations to the October meeting of the Committee.
5. Ms Loriggio will contact many of the stakeholders in the City's cultural landscape as part of her work, and take into account any ideas which have already surfaced around the successor to the Festival. Members may wish to input to this process directly and anyone who would like to do this is asked to indicate their interest to the Director **by Friday 22 July**. Depending on diaries and the level of response, a workshop or individual meetings may be organised..

Conclusion

6. The demise of the City Arts Trust was widely regretted, and concerns have been expressed about the potential reputational damage to the City and the Corporation if nothing is put in place to succeed the Festival. The key purpose of this report is to provide assurance that plans are well in hand to develop future options and address those concerns.

Background Papers

City of London Festival – the future – Culture, Heritage & Libraries Committee, 23 May 2016, item 22

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