



Culture, Heritage and Libraries Committee

Date: MONDAY, 5 DECEMBER 2016
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

Lunch will be served in Guildhall Club at 1PM

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 24 October 2016.

For Decision
(Pages 1 - 8)
4. **DRAFT MINUTES OF THE KEATS HOUSE CONSULTATIVE COMMITTEE**
To receive the draft minutes of the Keats House Consultative Committee Meeting of 27 October 2016.

For Information
(Pages 9 - 12)
5. **DRAFT MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the draft minutes and non-public summary of the Benefices Sub Committee of 20 October 2016.

For Information
(Pages 13 - 14)
6. **CULTURE HERITAGE & LIBRARIES BUSINESS PLAN 2016-2019 - QUARTER 2 MONITORING REVIEW**
Report of the Director of Culture, Heritage and Libraries.

For Information
(Pages 15 - 48)
7. **REVENUE AND CAPITAL BUDGETS 2017/18**
Report of the Chamberlain.

For Decision
(Pages 49 - 62)
8. **GUILDHALL LIBRARY CENTENARY FUND: TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**
Joint report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Information
(Pages 63 - 82)
9. **KEATS HOUSE: TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**
Joint report of the Chamberlain and the Director of Culture, Heritage and Libraries.

For Information
(Pages 83 - 110)

10. **GREAT FIRE 350: MONITORING AND EVALUATION**
 Report of the Director of Culture, Heritage and Libraries and a presentation from Artichoke.
Members can read the full appendix at the following link:
<https://www.cityoflondon.gov.uk/things-to-do/Documents/londons-burning-evaluation-report-the-audience-agency-november-2016.pdf>
For Information
 (Pages 111 - 136)
11. **CITY ARTS INITIATIVE RECOMMENDATIONS**
 Report of the Director of Culture, Heritage and Libraries.
For Decision
 (Pages 137 - 140)
12. **EASTERN CITY CLUSTER - PUBLIC ART (YEAR 6 & 7-9)
 GATEWAY 6 - UPDATE REPORT**
 Report of the Director of the Built Environment.
For Decision
 (Pages 141 - 152)
13. **SPECIAL EVENTS IN MARCH 2018**
 Report of the Director of the Built Environment.
For Decision
 Pages 153 - 166)
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 24 October 2016.
For Decision
 (Pages 167 - 170)
18. **NON PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE**
 To receive the draft non-public minutes of the Benefices Sub Committee held on 20 October 2016.
For Information
 (Pages 171 - 172)

19. **LONDON METROPOLITAN ARCHIVES (LMA) - FUTURE ACCOMMODATION PLANNING - GATEWAY 1/2 ISSUES REPORT**
Report of the Director of Culture, Heritage and Libraries.
This report was approved by the Projects Sub Committee on 23rd November 2016.
For Information
(Pages 173 - 174)
20. **TOWER BRIDGE AND MONUMENT PERFORMANCE REPORT APRIL TO SEPTEMBER 2016**
Report of the Director of Culture, Heritage and Libraries.
For Information
(Pages 175 - 184)
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**

Part 3 - Confidential Agenda

23. **RESTRUCTURING OF CULTURE, HERITAGE & LIBRARIES DEPARTMENT**
Report of the Town Clerk.
For Decision

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 24 October 2016

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 24 October 2016 at 11.00 am

Present

Members:

Vivienne Littlechild (Chairman)	Deputy Alastair King
Graham Packham (Deputy Chairman)	Jeremy Mayhew
Mark Boleat	Sylvia Moys
Keith Bottomley	Barbara Newman
Dennis Cotgrove	Ann Pembroke
Anne Fairweather	Stephen Quilter
Alderman Sir Roger Gifford	Deputy Richard Regan
Alderman Alison Gowman	Jeremy Simons
Deputy the Revd Stephen Haines	Mark Wheatley
Graeme Harrower	
Tom Hoffman	
Wendy Hyde	
Deputy Jamie Ingham Clark	

In Attendance

Caterina Loriggio

Officers:

David Pearson	-	Director of Culture, Heritage and Libraries
Nick Bodger	-	Culture, Heritage and Libraries Department
Christopher Earlie	-	Culture, Heritage and Libraries Department
Margaret Jackson	-	Culture, Heritage and Libraries Department
Sara Pink	-	Culture, Heritage and Libraries Department
Vicky Carroll	-	Culture, Heritage and Libraries Department
Andrew Buckingham	-	Public Relations Department
Steven Chandler	-	City Surveyor's Department
Paul Monaghan	-	Department of the Built Environment
Julie Mayer	-	Town Clerk's

1. APOLOGIES

Apologies were received from Deputy John Absalom, Deputy John Bennett, Deputy Billy Dove, Ann Holmes, Stuart Fraser, Paul Martinelli, Judith Pleasance, Delis Regis, Deputy Dr Giles Shilson and Deputy John Tomlinson.

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

Alderman Gifford declared a general non-pecuniary interest in respect of agenda item 17 (Remodelling of the City of London Festival) by virtue of his position as a Trustee of the City Music Foundation.

3. **MINUTES**

The public minutes and non-public summary of the meeting held on 11 July 2016 were approved.

Matters arising

Members remained concerned about the performance of some of the City of London Corporation's IT systems and, particularly, the potential impact on the City's cultural attractions. Members noted that IT was the subject of on-going improvements and the Finance Committee would shortly be receiving a report recommending significant future investment. Whilst welcoming this, the Chairman suggested that Members continue to raise the profile of IT issues within their various service committees, so their concerns could be minuted. The Chairman of the IS Sub Committee, also a Member of this Committee, confirmed the proposed enhancements and agreed to provide Members with an update at the next meeting.

4. **BUSINESS PLAN 2016-19 - QUARTER 1 MONITORING REVIEW**

The Committee received a report of the Director of Culture, Heritage and Libraries, which set out the Business Plan progress made in Quarter 1 against the key objectives and performance indicators in the Department's Business Plan for 2016-19.

Members noted some very good developments and all items were either on track or 'green'. During the discussion, the following points were highlighted:

- Members thanked Sara Pink for the publication of '*City of London Timeline*', which is now available.
- The repairs to Keats Library would be the subject of a future report to the Projects Sub Committee.
- CHL Visitor staff appreciate the opportunity to work at both the Guildhall and Tower Bridge sites as it widens their experience. Members noted that charging would continue to be apportioned appropriately.
- The Chairman thanked Vicky Carroll and Frankie Kubicki for their recent success with '*OMG Keats!*'. Frankie Kubicki had also appeared on BBC 1's '*One Show*'.
- Staff at Tower Bridge were congratulated for receiving the '*Sandford Award*' and the Chairman drew Members attention to their commendation, which was set out in the report. The Chairman asked for the Chairman of the Education Board to be notified.
- The City Surveyor's Department was considering the long term future of the LMA building (for which the lease expires in 2035), in tandem with the LMA's digitisation plans. Members noted that the Projects Sub Committee would receive a report in November this year.

- The relocation of the Museum of London, as part of the Cultural Hub's proposals, was still under consideration but officers could not be more specific at this stage.

RESOLVED, that:

1. The progress shown against Key Objectives, KPIs and Corporate Service Standards be noted.
2. The financial information and Capital Projects spend to date be noted.

5. **DEPARTMENTAL RISK REPORT - QUARTER 2 - 2016/17**

The Committee received a report of the Director of Culture, Heritage and Libraries, in respect of the departmental risk register, which had been produced to provide Members with assurance that satisfactory risk management procedures were in place, which also met the requirements of the Corporate Risk Management Framework.

RESOLVED, that – the contents of the report and the identified actions to monitor and manage effectively the risks arising from operations in the Culture, Heritage and Libraries Committee be noted.

6. **CULTURE, HERITAGE AND LIBRARIES CHRISTMAS CARD**

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the Departmental Christmas card, which was produced annually, with profits paid to the Lord Mayor's Appeal. Given that numbers produced and sales generated had fallen in recent years, reflecting wider social trends, the report recommended that the tradition should now cease.

RESOLVED, that:

1. Production of a printed Christmas Card cease from 2016 onwards.
2. Authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee to consider the feasibility of an electronic Christmas Card.

7. **APPROVAL OF ARTS COUNCIL OF ENGLAND ACCREDITATION DOCUMENTATION FOR GUILDHALL ART GALLERY**

The Committee considered a report of the Director of Culture, Heritage and Libraries which sought approval of the Arts Council of England accreditation documentation for the Guildhall Art Gallery, which is required once every three years.

RESOLVED, that:

1. The Gallery Forward Plan be approved;
2. The Gallery's Collections Development Policy be approved;

3. The Gallery's Conservation and Collections Care Policy be approved;
4. The Gallery's Documentation Policy be approved; and
5. The Gallery's Access Policy be approved.

8. **APPROVAL OF ARTS COUNCIL OF ENGLAND ACCREDITATION DOCUMENTATION FOR KEATS HOUSE**

The Committee considered a report of the Director of Culture, Heritage and Libraries which sought approval of the Arts Council of England accreditation documentation for Keats House, which is required once every three years.

Members noted that Hampstead Heath Ponds was no longer a threat as it had been mitigated successfully.

RESOLVED, that:

1. Keats House Forward Plan be approved;
2. Keats House Collections Development Policy be approved;
3. Keats House Conservation and Collections Care Policy be approved;
4. Keats House Documentation Policy be approved; and
5. Keats House Access Policy be approved.

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

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of recommendations from the City Arts Initiative, which met on 16 September.

RESOLVED, that:

1. The monitoring and evaluation headlines relating to the BFG: Dream Jar Trail be noted.
2. The City Arts Initiative's recommendations in relation to the following proposals be ratified, as follows:
 - a. **Global Street Art:** approve subject to a suitable brief being developed and approved by the CAI
 - b. The **Coppa Club Commission:** reject on the grounds that the structure is too large for the space and will obscure and diminish a key approach view to the Tower of London World Heritage Site
 - c. **The Welsh Dragon:** approve the October dates subject to no advertising appearing on or near the structure and a suitable site being identified; and reject the November dates on the grounds that visitors to World Travel Market do not begin, break or end their journey to the exhibition from City locations.

10. **DEVELOPING THE PUBLIC EVENTS PROGRAMME FOR GUILDHALL YARD AND PROMOTING USE BY CITY WORKERS**

The Committee received a report of the Director of Culture, Heritage and Libraries in respect of the public events programme for Guildhall Yard and promoting its use by City workers.

During the discussion the following items were highlighted:

- A Member felt that signage had been poor at some events and another suggested better co-ordination when events in the Yard are likely to disrupt Committee meetings. Officers agreed to feed these comments back to the Remembrancer.
- Members noted that the Department of Culture, Heritage and Libraries retains responsibility for the public programming, with security being recharged by the City Surveyor's Department. Members also noted that particular events might need additional resources.

RESOLVED, That:

- A sum of £20,000 be ring-fenced, from within the budget for the new City of London Festival Model, to deliver events for the Yard, complementing one another's programmes.
- Authority be delegated to the Director of Culture, Heritage and Libraries to approve event content, in consultation with the Remembrancer, Chief Commoner and/or Director of Communications, as appropriate, should any element of reputational (or other) risk be anticipated, but always informing the Remembrancer of all plans;
- A total number of 12 days throughout the year and a further block of 10 days in August be allocated to the Director of Culture, Heritage and Libraries, exclusively for the purpose of public events and with specific dates agreed in January, for the budget year April to March, and in October for the following summer; thereby precluding other activity on these days, noting the impact this is likely to have on letting income for the Guildhall complex;
- Chairs to be locked and stored in the Yard, in a space identified by the City Surveyor, and agreed with the Remembrancer.

11. **GREAT FIRE 350 - TOP LINE FINDINGS**

The Committee received a report of the Director of Culture, Heritage and Libraries which provided headline results for the Great Fire 350 Programme. The Chairman thanked all staff for their contribution to a very complex but successful project. Members noted that some Culture, Heritage and Libraries staff had been on duty until 10.30pm on each day and particularly commended Nick Bodger and the Highways Team.

RESOLVED, that – the report be noted.

12. **TOWER BRIDGE REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS**

The Committee received a report of the Director of Culture Heritage and Libraries in respect of the replacement of the heating system servicing the high level walkways and towers at Tower Bridge. Members noted that the report had been approved by the Projects Sub Committee on 7th September 2016.

Members noted that the works had been essential, as some parts of the system were 30 years old and the enhancements would align with tourists' expectations. Works to re-insulate the walkways and towers had been deferred, due to the re-decking works and had been designed in order to complement each other.

RESOLVED, that – the report be noted.

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

There were no questions.

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

There were no items.

15. **EXCLUSION OF THE PUBLIC**

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

Item No.

Paragraph No.

16 - 25

3

16. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 11th July 2016 were approved.

17. **MODELLING A SUCCESSOR TO THE CITY OF LONDON FESTIVAL**

The Committee considered and approved a report of the Director of Culture, Heritage and Libraries.

18. **TOWER BRIDGE REDECKING - AUTHORITY TO START WORK - GATEWAY 5**
The Committee received a report of the Director of the Built Environment.
19. **TOWER BRIDGE PRICING REVIEW FOR 2017/18**
The Committee considered and approved a report of the Director of Culture, Heritage and Libraries.
20. **GUILDHALL ART GALLERY EXHIBITION PLAN**
The Committee considered and approved a report of the Director of Culture, Heritage and Libraries.
21. **ISSUE REPORT: TRANSFORMATION OF SHOE LANE LIBRARY**
The Committee received a report of the Director of Culture, Heritage and Libraries.
22. **AGREEMENT WITH AN EXTERNAL PROVIDER FOR ONLINE GENEALOGICAL SERVICES**
The Committee considered and approved a report of the Director of Culture, Heritage and Libraries.
23. **CITY INFORMATION CENTRE (CIC) - STATUS REPORT AND ANNUAL SURVEY FINDINGS 2015/16**
The Committee received a report of the Director of Culture, Heritage and Libraries.
24. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items.

The meeting ended at 12.35

Chairman

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KEATS HOUSE CONSULTATIVE COMMITTEE

Thursday, 27 October 2016

Minutes of the meeting of the Keats House Consultative Committee held at Keats House on Thursday, 27 October 2016 at 11.00 am

Present

Members:

Vivienne Littlechild (Chairman)	Martin Humphery
Graham Packham (Deputy Chairman)	Barbara Newman
Steven Bobasch	Ann Pembroke
Dennis Cotgrove	Jeremy Simons
Bob Hall	Nigel Steward

In Attendance

Officers:

Julie Mayer	-	Town Clerk's Department
Vicky Carroll	-	Culture, Heritage and Libraries
Nick Bodger	-	Culture, Heritage and Libraries

1. APOLOGIES

There were no apologies.

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 June 2016 were approved.

4. KEATS HOUSE PROGRESS REPORT 2016/17

Members received a report of the Director of Culture, Heritage and Libraries which summarised achievements and developments at Keats House since the last meeting in June 2016 and provided an overview of performance and programmes for the first 6 months of the financial year, including statistical data relating to footfall and income.

During the discussion and questions, the following points were noted:

- There had been a small decrease in visitor figures during the period covered but this was consistent with the planned reduction of events and the decision not to host a Keats Festival in 2016. Officers expected some upturn when the House re-joined the National Trust in the New Year.

- There had been a steady rise in tourist numbers in London since the Brexit vote, probably as a result of the weak pound, but this was primarily attracting shoppers. Retail sales at Keats House shop are steady.
- The Open House Weekend had been very successful.
- The Apothecary's Company had a lot of information about Keats' health and, with the 200 year anniversary of his death approaching; it might be timely to hold an event with a public health theme.
- Mr Bobasch agreed to provide the Curator with a contact for the Hampstead Heath Business Forum.
- The House will remain open for the same hours during the winter months and currently has a very strong volunteer base. Members noted that at least 2 permanent members of staff were required on site at all times.
- The new '*Legible London*' signage strategy was progressing and, therefore, it was unlikely that individual street signs signposting the house would be replaced. However, the finger post at the foot of Keats Grove has been missing for some time and the Curator agreed to investigate. Members noted a recent change in visitor behaviour, whereby visitors tended to use smart phones for directions rather than paper maps and signage.
- 'Poet in Resident' events were likely to attract sponsors; the Germaine Greer event was very successful.
- School visits have been very successful recently and Members noted that 'Romantic Poets' were on the School Curriculum.
- The License application was being progressed and Members would receive an update at the next meeting.
- The House's Accreditation Documents had been approved by the Culture, Heritage and Libraries Committee on 24th October 2016. This approval was required once every 3 years.
- Keats House had been nominated for a 'Time Out' Love London Award.

RESOLVED, that – the report be noted.

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

There were no questions.

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

The new representative for the Keats Foundation advised that next year's scholars' Conference would be held at Keats House, as previously. The Foundation were also keen to commemorate the 200 Year Anniversary of Keats' death in 1821 and offered on-going support to the House.

The Keats Foundation's website was being upgraded and it was suggested it be linked to Keats House Page. Members noted that works were on-going to improve the City of London Corporation's Website. However, at this stage, Keats House could not have a stand-alone site.

The Curator agreed to check whether the installation of a new boiler flue had resolved the problems experienced last winter.

Water ingress damage to the decorations was being addressed; officers advised that gutters were liable to overflow due to their original design.

Members noted that the cyclical works programme still existed but within the new Service Based Review priorities.

Members commended the appearance of the gardens and the 'visit our gardens' sign and expressed their gratitude to the 'Heath Hands' volunteers.

The Library had experienced some problems with re-setting their boiler and the representative asked if the switch could be relocated within the building. Members noted that, whilst Library maintenance fell within the City Surveyor's remit, the Curator would pass on Members' concerns.

Members noted the forthcoming VisitEngland Quality Assessment Scheme which provides an accreditation on facilities.

The meeting ended at 12.00 pm

Chairman

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BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Thursday, 20 October 2016

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries)
Committee held at Guildhall on Thursday, 20 October 2016 at 12.00 pm

Present

Members:

Nigel Challis
Deputy Billy Dove
Deputy Bill Fraser
Tom Hoffman

Andrew McMurtrie (Chairman)
Deputy Jamie Ingham Clark
Patrick Streeter

In Attendance

Officers:

Julie Mayer - Town Clerk's

1. APOLOGIES

Apologies were received from Gregory Jones, Vivienne Littlechild and Graham Packham.

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

Mr Jamie Ingham Clark declared a general non-pecuniary interest by virtue of his position as Lay Vice Chairman of the General Council of St Lawrence Jewry.

3. MINUTES

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

4. TO ELECT A DEPUTY CHAIRMAN IN ACCORDANCE WITH STANDING ORDER 30

At its last meeting, the Culture, Heritage and Libraries Committee agreed to amend the Benefices Sub Committee's Terms of Reference allow the Sub Committee to appoint a Deputy Chairman

Mr Gregory Jones had submitted a statement in support of his nomination and, despite having given his apologies for this meeting, was permitted to stand for election. Mr Challis also declared a willingness to stand and therefore a ballot was held.

RESOLVED, that - with a result of 4 votes to 3, Mr Gregory Jones be elected as Deputy Chairman of the Benefices Sub Committee for the ensuing year.

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

There were no questions.

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

The Chairman advised that the annual Benefices Supper would take place on Monday 27th February 2017 at 7pm, for 7.30 pm. The Church Service would take place at 6.30 pm and the Benefices Sub Committee would meet at 4.30 pm. Members noted that invitations would have a plus one ticket.

7. **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 of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Items 9-12	Paragraphs, 1,2 & 3
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8. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 8th June were approved.

9. **UPDATE ON MEMBERS VISITS TO THE VARIOUS BENEFICES**

Members received a report of the Town Clerk.

10. **SUSPENSION OF PRESENTATION: THE BENEFICE OF NORTH WOOLWICH WITH SILVERTOWN**

Members received a report of the Town Clerk.

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

There were no questions.

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

Members noted the recent successful Fish Harvest Festival in Billingsgate, which was available for viewing on YouTube.

The meeting ended at 12.35 pm

Chairman

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

Committee:	Item no.
Culture, Heritage and Libraries Committee	5 December 2016
Subject: Culture Heritage & Libraries Business Plan 2016-2019 – Q2 Monitoring Review	Public
Report of: Director of Culture, Heritage and Libraries Report author: Margaret Jackson – Policy and Performance Manager	For Information

Summary

This report provides the Business Plan progress which has been made in Quarter 2 (July – September 2016) against the key objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department’s Business Plan 2016-2019.

Good progress has been made against the Department’s two Key Objectives during Quarter 2. These have been summarised in Appendix A.

Appendix A also sets out the performance in Quarter 2 against our departmental key performance indicators and the relevant corporate Service Response Standards. We have made progress against all 10 of the reported KPIs; these are listed in more detail on the appendix.

We have met two of the four reported corporate Service Response Standards with one at Amber and one at Red with a small sample disproportionately affecting the percentage result.

The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from July - September for the Department of £287K (14.9%) against the overall local risk budget from July - September of £1,923 for 2016/17.

Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on target for the City Fund. However, City’s Cash is expected to be over budget by £104K largely due to the unexpected closure of the Monument for a significant period during the first quarter for essential repair works and the impact of the TfL hoardings at Fish Street Hill which partially obscures views of and access to the attraction. There is estimated to be a surplus of income of £300K, on Tower Bridge Tourism due to income being above target during the first half of the year. However, the forecasted surplus is a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout the third quarter.

The current position on Risk Management at Corporate and Departmental level is

set out as a summary of the key risks. A more detailed risk report for Q2 was brought separately to this Committee in October.

A separate report will be brought to the December Committee meeting detailing how the Service Based Review efficiencies will be met.

A few highlights of the services provided by our department in Quarter 2 are also included for your information.

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

Recommendations

I recommend that your Committee notes:-

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

Main Report

Background

1. At your meeting of 23 May 2016, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2016–2019.
2. Two business plan objectives were agreed by Committee which are the same as our two overarching departmental Strategic Aims:
 - 1) To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness; and
 - 2) To transform the perception and experience of the City as a destination.
3. Our vision remained 'To educate, entertain and inform, through discovery of our amazing range of resources'.
4. Good progress has been made against the Department's Key Objectives through the 10 supporting KPIs. Targets continue to be reviewed quarterly and revised where necessary in line with forecasted results. These results have been summarised in more detail in Appendix A.

5. Performance against the four reported corporate Service Response Standards has been fair with 67% of emails to published email addresses being responded to within 1 day (SRS C); results of 80% for responding to specific requests for information (SRS D); 92.5% of all telephone calls answered within the standard (SRS E); and only 4% of calls going to voicemail (SRS F). SRS C and D should be seen in the context of a very small sample.

Financial and Risk Implications

6. The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the three months from July - September for the Department of £287K (14.9%) against the overall local risk budget from July - September of £1,923 for 2016/17.
7. Overall the Director of Culture Heritage & Libraries is currently forecasting that his outturn will be on target for the City Fund. However, City's Cash is expected to be over budget by £104K largely due to the unexpected closure of the Monument for a significant period during the first quarter for essential repair works and the impact of the TfL hoardings at Fish Street Hill which partially obscures views of, and access to, the attraction. There is estimated to be a surplus of income of £300K, on Tower Bridge Tourism due to income being above target during the first half of the year. However, the forecasted surplus is a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout the third quarter.
8. Discussions have taken place with the Chamberlain and Town Clerk to ensure that Service Based Review targets are satisfactorily dealt with. A separate report will be brought to this December Committee meeting detailing the agreed approach.

Detailed table at
Appendix B

	3 months to 30 September 2016				Forecast for the Year 2016/17		
	Approved Budget 2016/17	Budget Quarter 2	Actuals Quarter 2	Variance Quarter 2	LAB	Forecast Outturn	Over/ (Under)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHL City Fund	7,889	2,003	2,018	15	7,889	7,889	0
CHL City's Cash *	(17)	(8)	29	37	(17)	87	104
CHL Bridge House Estates **	(824)	(470)	(816)	(346)	(824)	(1,124)	(300)
Total Culture, Heritage and Libraries Committee	7,048	1,525	1,231	(294)	7,048	6,852	(196)
Total Planning and Transportation Committee	1,480	374	395	21	1,480	1,480	0
Total Culture, Heritage & Libraries Committee - City Surveyors	99	24	10	(14)	99	99	0
TOTAL DIRECTOR OF CULTURE, HERITAGE & LIBRARIES LOCAL RISK	8,627	1,923	1,636	(287)	8,627	8,431	(196)

* The main reason for the adverse £104K forecast is due to income from April-June 2016 being £77,618, well below the target figure of £184,085 as a result of the prolonged closure for essential works. This is offset in part by the purchase of the Monument Daguerreotype being slightly lower than anticipated.

** The reasons for the income surplus is mainly attributable to ticketing and vending income which was approximately £230K above target for the second quarter. In light of this continued positive performance, it is likely that income targets will be revised upwards in the 16/17 revised estimates by £300K with the agreement of the Chamberlain, this being a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout quarter 3.

Risk Management

9. CHL currently have no corporate level risks identified on the risk management system, Covalent.
10. The Quarter 2 position was reported to your Committee at the October 2016 meeting in a separate report as set out in the Corporate Risk Management Framework.

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

Highlights

- Some of the highlights of Quarter 2 which link to our Strategic Aims and Objectives are set out below:

Strategic Aim/Objectives:

CHL1: To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.

CHL2: To transform the perception and experience of the City as a destination.

- In early September, a spectacular commemoration for the **350th anniversary of the Great Fire** of London took place. With sponsorship of £300k from the City Corporation and a further £2.7m from other funders, leading producers Artichoke delivered the major components of a wider programme of activity that, amongst other highlights, saw a reconstruction of medieval London floated onto the Thames (by Blackfriars Bridge) and set alight. An umbrella programme featuring 68 events delivered by 26 City / City Fringe organisations complemented the Artichoke elements and was promoted by the City's Visitor Development Team, who also facilitated the extravaganza working closely with the Department of the Built Environment. Headlines include a social media reach in excess of 90m, over 1000 engagements with schoolchildren and young people, a global PR reach of 101.8m and the viewing of programme content through digital platforms by an audience in excess of 7m.



[© Clive Totman]

13. On 21 July London Metropolitan Archives (LMA) **relaunched the online image library, COLLAGE** – The London Picture Archive website which provides free access to over a quarter of a million images of London dating from 1,450 to the present day. The relaunch was the culmination of over two



years work by the project team. After digitising the original images, much work was undertaken to index, subject tag and geo code the collections, to make them as

accessible as possible online. One of the biggest challenges was identifying the location of the many images of buildings that no longer exist. The resulting new feature, The London Picture Map, now provides a unique way to access images of buildings and places, and view a lost London from bygone days. The relaunch received great press coverage which was reflected in the post launch statistics including a 2,500% increase in users and 1,000% increase in page views compared to the month before the launch.

14. This quarter saw the launch of the Guildhall Library's exhibition, **That Dreadful Fire: the Hand of God, a Great Wind and a Very Dry Season**. The exhibition looks at what we can learn about the Great Fire of London through the books and pamphlets in the Library's collections. A launch was held with guest speaker Pete Smith as well as inaugural talks by Nigel Jefferies of MOLA and Rebecca Rideal.

15. **Income generation: the City information Centre (CIC)** - As part of its Service Based Review savings, the CIC was tasked with identifying external revenues to make up in excess of 50% of its existing local risk budget by 2017/18. As reported last quarter, a 10-year contract for a foreign exchange concession was signed in July with a value of at least £400k over the term. Since then, another contract with a leaflet distributor has been agreed. The rack rental contract covers a five-year term and delivers at least £12k per annum. Together with the exchange, and alongside a new retail business launched in summer which is set to make around £29k in profits per annum, the new initiatives total the required saving and, with contracts in place for the periods specified, provides a sustainable future for the CIC in the short to medium term.



16. 'The Big Friendly Read' – **2016 Summer Reading Challenge** - The centenary of the birth of Roald Dahl provided the theme for this year's Summer Reading Challenge – a national initiative run by The Reading Agency to keep children



reading during the school summer holidays. 303 children aged 4-11 took part in City of London lending libraries this year, of whom two thirds read the 6 books required to complete the challenge. Finishers were up 5% on last year. Collecting small rewards and stickers along the way the children told our young Reading Hack volunteers

about their books and participated in related activities. These activities

included a weekly STEM club, a Fun Day in partnership with the Barbican Centre and City Family Arts Network and various craft and storytelling events.

17. London Metropolitan Archives has been awarded a substantial **grant** by the Rothschild Foundation (Hanadiv) Europe to tackle the cataloguing backlog for its **Jewish Collections**. An archivist has been recruited for two years to catalogue up to 200m of Jewish records and a conservator for a year to survey the collections for any needed repairs. The project will also liaise with LMA's Jewish depositors to discuss possibilities for opening up access to the collections.

18. In August, the **Guildhall Yard** played host to an **outdoor cinema** with a different film screened each of the seven nights programmed. With three sold out performances, overall sales reaching 80% of capacity and over 1,000 viewers also taking in Guildhall Art Gallery (GAG) which opened late, the cinema was a hit with City workers amongst other target groups. A social media advertising campaign launched by the City's Visitor Development Team in support of the event was viewed by around 40k Facebook users.



19. **Guildhall Art Gallery: Fake and Victorians Decoded** - Guildhall Art Gallery took part in a national art competition linked to upcoming TV



programme **Fake! The Great Masterpiece Challenge**, presented by Giles Coren, on Sky Arts. The episode featuring GAG is one of seven based on national collections with the public invited to guess which painting had been removed, reproduced by an expert copyist and sneakily replaced. It will be aired in January. In

other news, the Gallery, launched its exhibition 'Victorians Decoded: Art and Telegraphy' on 20 September. Receiving widespread media coverage, the exhibition is a collaboration between the Gallery, Kings College London, UCL, and The Courtauld Institute of Fine Art; it runs until 22 January and admission is free.



20. In July, Ellery Yale Wood, noted American book collector, bequeathed the largest private collection of Richard 'Dick' Whittington material to **Guildhall Library**. The collection includes books, pamphlets, chapbooks, prints, drawings and even two jigsaws, dating from the 17th to the 20th

century. Guildhall Library also received a donation of the Evelyn Rose Collection (Evelyn was the Elizabeth David of Jewish food writing) which includes her working papers, copies of all her books and articles.

21. In August, Barbican Music Library hosted **FANZINES: A Cut-and-Paste Revolution**, an exhibition curated by David Buckley (Library Assistant, Barbican Library). Featuring a wide range of materials borrowed from both private collections and public institutions, it was included in The Guardian's 'Ten best things to do this week' (20-26 August).



22. **City of London Police Museum Open Day**, 27 July. City of London Police cars, motorbikes, horses, dogs, bomb disposal and even the riot team filled the Guildhall Yard to mark the launch of the City of London Police Museum Project. Up to 1,000 people attended including up to 300 children.

23. LMA's latest exhibition **London's Baking!** runs until 1 February 2017. Taking its inspiration from Thomas Farriner and his bakery, the starting place of the Great Fire, this exhibition tells the story of London's bakers and their cakes, bread and puddings from 1666 to the 20th century.

Visitors can discover historic recipes (to take away and bake), see the recently uncovered plan which shows that Farriner's bakery was located in Monument Street, not the infamous Pudding Lane, experience afternoon tea in one of J. Lyons and Co's grand Corner Houses and learn about the 18th century Chelsea 'Bun House'. Great Fire items from LMA are also on display in Fire! Fire! at the Museum of London until 17 April 2017 and in the autumn-winter display in the City of London Heritage Gallery.



24. As part of the CHL business plan objective to expand the **City Business Library's** (CBL) remote resources via the CBL webpages, the new free business advice platform was launched in September. The platform provides CBL customers with free access to business advice via live chat as well as the opportunity to promote CBL's events and seminars to over 4 million users across the whole platform. The introduction of this service demonstrates CBL's commitment to supporting enterprise and entrepreneurialism across the City and wider London.

25. Guildhall Library arranged an innovative **Regency Dance** event with Mrs Bennet's Ballroom in the Guildhall Under-Croft. 85 period-costume people turned up for an evening of regency dance.

26. Visit England assessed the Guildhall Art Gallery, City of London Heritage Gallery and London's Roman Amphitheatre as of the best standard and subsequently they have all been awarded the Visit England Quality Rose Marque.



27. **Keats House** celebrated the 400th anniversary of Shakespeare's death by putting in place a Keats and Shakespeare Trail around the house. Visitors were able to see rarely shown items from the collection, such as Keats's copy of Shakespeare's plays.
28. In August **Keats House** held their annual **Volunteers** party to say thank you for all the hard work put in over the year. Other events included poets Julia Bird and Mike Sims leading a Keats themed picnic with games, gifts, tea and cake, and Ian Duhig, Jeremy Noel-Tod and Peter Kahn in conversation discussing poetry's need for good criticism. The City Lit ran another of their courses. Templar Poetry began their new season of monthly readings, launching new collections by Jean Bleakney and Rachel Spence. The Nightingale Room was once again the venue for the Bangla Music Festival. Keats House hosted the annual Keats Foundation lecture, read this year by Professor Robert White from New Zealand.
29. Keats House received a **grant** from London Museums Development Team Collection Care Grants of £462 to be spent on equipment to monitor the environmental conditions of cases and the temporary display gallery within Keats House.
30. **'Finding Keats' – Film Project for Young Roots** – Nine young Londoners took part in a unique film project at Keats House as part of the HLF-funded Young Roots programme, run in partnership by Keats House and Jacksons Lane Arts Centre. The house provided an image of Joseph Severn's drawing of 'Keats on his deathbed', and this was used in a scene where Joseph Severn contemplates his recently dead friend. The project also included in July a Poetry Party, held in the garden at Keats House, where young poets and performers celebrated John Keats.

Property Considerations

31. There are a number of major capital projects planned across the Culture, Heritage and Libraries portfolio budget totalling between £19.75m and £30.775m, which in conjunction with The City Surveyor's Department, the City of London is investing in the future of their unique collection of historically important buildings, sites and artefacts. This expenditure aims to transform the sense of the City as a destination and enhance the visitor experience to numerous places of historic interest. A full list of Capital Projects is at Appendix C with commentary on some key projects below.

The Lord Mayor's State Coach

32. The initial invasive investigation programmed to start after the Lord Mayor's Show 2016 is subject the current Phase 1 works tender and the Gateway 5 report estimated in November/ December 2014. The contractors/ coachbuilders' workshop is being considered as a possible venue to carry out this work which is expected to be more economically advantageous than setting up the conservation workshop in one of the City owned arches under Southwark Bridge which was previously reported. The subsequent phases are subject to the findings during Phase 1. The estimated completion of the whole phased programme is 2019.

London Metropolitan Archives Roof Project

33. Work on site commenced in July after a Gateway 5 report setting out the progress of this project and seeking authority to start work was approved in June 2016. The estimated cost of the project was originally £1,382,500 (excluding risk, currently estimated at £225,000) however, the revised project sum after the evaluation of tenders is now £732,969 a significant saving on the originally approved budget. The project will provide a new roofing system to all areas and will increase insulation levels in the roof, add roof 'falls' to improve drainage and replace the existing life expired roof lights with triple layered barrel roof lights in accordance with current sustainability and environmental regulations. Works are expected to complete in January 2017.

Tower Bridge – Car Park

34. The development of Phase 2, Bridgemaster's House completed in April 2016 and provides refurbished operational accommodation and by glazing over the yard has provided a new restaurant as well as a wine bar in the redundant reservoir. A new entrance to the Engine Rooms has been created in the first bridge arch with a new glazed façade. This will become operational once the Gift Shop has been refurbished.

The Monument

35. The design for the new visual display screen, an enhanced visitor access to the Monument to show live views from the gallery on the ground, is subject to the current development of the brief by the CS in consultation with the City Planning Officer, the Environmental Enhancement Team of the Department of the Built Environment (DBE) and the City's IT/ Agilisys who are commenting on the technological and software requirements. The screen work is currently estimated in Mar- May 2017, following the completion of the landscaping works by DBE for which the approval is to be sought under Gateway 4/5 report estimated in November 2016.

Tower Bridge Gift Shop Refurbishment

36. Tenders have been received for the work and the lowest tender is from ALD Shopfitters Ltd. for a total price of £297,000. The tender has been checked and found to be acceptable. Arrangements are being made to place a contract, including a Gateway 5 report with a provisional start date for the works of 3 October 2016 (this date has been selected to avoid closing the shop over the busy summer season). A works contract of 6 weeks gives an anticipated completion date of 11 November 2016.

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

37. AECOM have submitted their report on replacement options for the high level walkway roofs and repairs to the tower and abutment roofs and elevations. It is anticipated that a Detailed Options Appraisal Report will be submitted to relevant committees in early 2017.

Strategic Implications

38. The work of the Department links clearly to the Corporate Plan aims and objectives through its business plans and uses the corporate risk management process. The business plans are part of a clearly defined annual planning cycle devised to improve the links between service and financial planning and drive service improvement.

Consultees

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

Appendices

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

Background Papers:

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

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Progress against Key Objectives and Key Performance Indicators 2016-2017 – Quarter 2 (01/07/16 – 30/09/16)

RAG performance rating key:

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

Ref:	Description		
<p>Objective CHL1: To transform activities through best use of technology and community engagement, to improve customer service and increase efficiency and effectiveness.</p> <p>Objective CHL2: To transform the perception and experience of the City as a destination.</p>			
Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 1) To offer a range of library services that positively impact our customers' health and wellbeing.	31/03/17	95% satisfaction of participants in health and wellbeing activities and services.	G
Q1 Progress	Q2 Progress		Q3 Progress
More than 60 different, services and activities which positively impact health and wellbeing were provided by Barbican and Community Libraries including: <ul style="list-style-type: none"> • 6 talks with strong Health and Wellbeing themes including Dementia and Voicing your Value; • Carers' Week and Make a Noise in Libraries (RNIB) displays; • Session on adults at risk; • Smoking cessation sessions; 	Soft launch of C-Card scheme – public health Library Quiz - bringing people together to engage in an enjoyable communal activity. Zinio eMagazine workshop Artizan expanded their smoking cessation clinic programme. From October a full plan of health checks and smoking cessation work is to be carried out by Westminster Drugs Project (WDP) and the library. A new Yoga class was launched A hate crime session was held in the Green Box. The 2016 Summer Reading Challenge (SRC) held; develops children's reading skills, promotes confidence and a sense of		

<ul style="list-style-type: none"> • Annual People’s Pianos project; • More than 80 Rhymetime/Stay and Play/Messy Play/Storytime/Dads’ Rhymetime sessions for parents/carers and under 5s; • Community dentists talking about good oral health for children and providing check-ups at Barbican and Shoe Lane Libraries; • Ju jitsu, Zumba and Pilates classes at Artizan Street Library and the Portsoken Health and Community Centre; • Classes in art, breathing and meditation & English conversation in libraries; • 10 reading groups per month incl. 1 online, 2 for children and 1 for people with low levels of mental health (Read and Relax); • A wide range of cultural opportunities including CityRead in April and Celebrating Shakespeare events. 	<p>achievement. SRC Conservatory event. An afternoon of fun events enjoyed by 279 adults and children. 4 x STEM club sessions - 51 children enjoyed carrying out STEM experiments linked to the SRC theme. Leandro – Insight Theatre Co. performance 17 children enjoyed this drama performance based on the Olympics. Healthy eating course arranged from September at Artizan. Smoking cessation session arranged for September for Shoe Lane Outreach visit to Linklaters, informed staff about Barbican Library services and how they can impact on health and wellbeing. “Shelf Help”, Books on Prescription - new collection to positively impact young people’s mental health, launched. Introductory tour of the library for 62 sixth form students from Woodford County High School English conversation class continuing well. 10 library reading groups per month. Talk to Memory Club (Forget-me-not) at COLCEC – mini R&R session + chat about library and info given out. New Barbican Music Library exhibition, Scarfe and Music (Gerald Scarfe) 1 x writing workshop partner with Greenink 1 x talk for Great Fire 350 2 x talks partnering with Footprints of London</p>	
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Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 2) Procure/implement a new EPOS, bookings management, online ticketing and retail system to suit the current and future business needs of Tower Bridge, the Monument, Guildhall Art Gallery, the City Information Centre and Guildhall Library.	31/07/16	Appoint supplier with signoff by all participating CHL services.	G
	31/8/16 Revised 09/16	Implement new system.	
	31/3/17	Achieve positive feedback on improved system from each CHL service.	
Q1 Progress		Q2 Progress	Q3 Progress
<p>Supplier appointed - all participating CHL services consulted with regularly via the working group.</p> <p>First phase implementation take-up now comprises TB, Monument, GAG and CIC. Implementation due for mid Sept 2016.</p>		<p>All participating CHL services (TB, Monument, CIC, GAG and Keats House) are fully engaged with the process.</p> <p>Progress has been positive to date with the software itself fully developed to the specification of each service, all CHL users trained and hardware requirements factored. Despite the fact that this system being hosted in 'the cloud' fits with the aspirations of CoL IT and reduces risk significantly by not hosting on corporate servers however, IT have raised late compliance and firewall issues which should have been addressed by them at the outset of the appointment in the procurement process. Although the system is very much ready for deployment at all sites, we are asserting the need for urgency in regard to IT resolving this dependency failure with early November now likely for 'go live'.</p>	

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 3) Deliver year 2 of LMA 5-year digital transformation plan.	30/09/16 Revised 31/03/17 31/03/17 30/06/16 31/05/16 30/06/16	Funding bid to Heritage Lottery Fund (HLF) submitted. 500,000 digitised images made available publicly through major commercial and other partnerships. Improvements to the quality and robustness of the online public access systems by access upgrades to public IT at LMA. Improved hosting arrangements for the online catalogue. Public launch of the upgraded Collage.	 G
Q1 Progress	Q2 Progress	Q3 Progress	
<p>Based on further meetings with the HLF, it has advised a later submission date of March 2017.</p> <p>183,646 images digitised by LMA and partners.</p> <p>External cabling to enable improvements took place, further rollout will follow the successful upgrade of the City libraries public IT systems.</p> <p>The improvements went to schedule.</p> <p>COLLAGE will be launched in Q2 (July).</p>	<p>307,925 images digitised by LMA and partners.</p> <p>New public Wifi installed and due to be commissioned by end October. PUBNET rollout to LMA imminent.</p> <p>Complete.</p> <p>Collage launched successfully.</p>		

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 4) Review and redefine the mission and vision of the City Business Library	31/12/16 31/03/17 31/03/17	In partnership with EDO, deliver the CoL Enterprise Strategy. Develop external corporate partnerships in order to deliver a minimum of 8 new SME focused seminars. Increase web traffic by 15% on CBL web pages (current average of 6,935 page views per quarter) through the launch of new services including E-Learning and Business Advice platforms. <i>(Amended from 25% web traffic and average of 7,359 page views/quarter).</i>	G
Q1 Progress		Q2 Progress	Q3 Progress
<p>The partnership with EDO has been formally recognised in both departmental business plans. In-house research has taken place to establish the 'problems' facing enterprise. EDO are commissioning an external consultant to help develop their suite of strategies including Enterprise using our research as a starting point.</p> <p>On target with 3 seminars taking place this quarter. They included a finance seminar for businesses looking for investment, a networking seminar with a guest speaker from Action Coach and an International Trade seminar focusing on Latin America and the Pacific Alliance. These breakfast events attracted 77 attendees.</p>		<p>The partnership with EDO continues to remain very strong.</p> <p>An additional 2 seminars took place in Q2 working with new partners to deliver an International Trade seminar: Focus on United Arab Emirates in association with the Middle East Association along with UKTI and South/East London Export Clubs. CBL also ran a seminar called 'How to get your business ready for investment' which was in partnership with Rooks Rider Solicitors who are another new partner for CBL. Both events attracted 43 attendees.</p> <p>The Business Advice platform went live at the start of September 2016. Early feedback has been extremely positive enabling CBL customers to access free business advice remotely via live chat. CBL achieved 6474 landing page views in Q2. However, July and August are quiet months for CBL due to the holiday season and so it is anticipated that page views across the whole financial year will demonstrate an overall increase.</p>	

<p>The baseline figure has been lowered by 5% to reflect issues reported with Google analytics. CBL has achieved 7,689 landing page views, an 11% increase against the revised base figure. The target increase in web traffic has been lowered to 15% to reflect CBL's separately accessed platforms. The Business Advice platform is currently with the Comptroller finalising the terms and conditions; it is anticipated that this platform will go live by 30 September 2016.</p>		
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Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 5) Restructure and improve the retail offer for Guildhall Art Gallery and generate income through venue hire (Amphitheatre) to provide support for Gallery budget and activities	06/04/16	Launch venue hire offer.	G
	31/03/17	Deliver £8k in venue hire income.	
	01/04/16	Tower Bridge to assume responsibility for managing Gallery retail.	
	31/03/17	Achieve a 10% increase on full-year 15/16 figures for retail income and SPH.	
Q1 Progress		Q2 Progress	Q3 Progress
<p>Venue hire offer launched at opening reception on 23 April;</p> <p>A number of enquiries and two bookings on City rate achieved earning the Amphitheatre £850. Marketing email scheduled for 19 July to solicit further interest. Significant interest shown by booking intermediaries.</p> <p>TB assumed responsibility for GAG retail as planned, with staff training, product development, system integration etc. all progressing positively and to schedule.</p>		<p>Venue hire offer has achieved £3k bookings to date (37.5%); lateness of marketing email has resulted in lag on target but it is hoped that new bookings will inspire good interest and target will be met by year end.</p> <p>Developments at GAG retail continued throughout Q2, including the offer of new product ranges and improvements in customer service. This has seen an increase in spend per head (0.35p) against the equivalent period for the previous year (0.29p).</p>	

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 6) Deliver a new visitor strategy (2017/22) for the City	31/07/16	Internal and public pre-consultation completed.	G
	31/10/16	Strategy drafted.	
	05/12/16	Strategy submitted to CHL for approval.	
Q1 Progress		Q2 Progress	Q3 Progress
<p>Initial consultation workshops undertaken with City visitor teams in June and with CHARN (City Hotels, Attractions and Retail Network). Survey Monkey questionnaire for stakeholders developed and due to be sent mid-July to our visitor databases which include all City hotels, attractions and culture providers.</p> <p>Meetings with strategic partners including TfL and London and Partners booked for August.</p>		<p>Consultation complete; draft underway. However, division of CHL teams across the organisation in January means further discussions are required with the new Director responsible for tourism. Final draft will be delayed to end December with anticipated date of February 2017 for submission to CHL Committee.</p>	

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 7) Create a City of London Police Museum in the GHL/CBL complex	31/01/17	Design and build the Heritage Lottery Funded City of London Police Museum.	G
Q1 Progress		Q2 Progress	Q3 Progress
<p>Content of exhibition established, which includes:</p> <ul style="list-style-type: none"> - Themes and zones for museum - Research into themes and topics - Identified objects - Images scanned <p>Design of exhibition in final draft stages.</p> <p>Agreed with Surveyors Dept. on work to make the exhibition space ready for installation.</p> <p>Planning for City of London Police Museum open day in Guildhall Yard.</p> <p>Planning with City of London Police Cadets and oral history specialist.</p>	<ul style="list-style-type: none"> - Surveyors Dept completed works in the allocated space - Final design and curation signed off and sent to the printers - A range of merchandise selected - Accompanying events programme established and speakers booked - 3D hologram went into the final production stages with Guildhall School of Music and Drama - Working with the CoL and CoLP press office and comms team to promote the museum nationally and internationally - Specialist build scheduled for October 2016 <p>Opening date scheduled for Monday 7 November.</p>		

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 8) Continue to develop the service model options for LMA's accommodation, particularly in relation to the Cultural Hub programme	31/03/17	Options appraisal completed.	G
	31/03/17	Roof project completed.	
Q1 Progress		Q2 Progress	Q3 Progress
Options Appraisal tender exercise has selected consultancy, currently pending formal appointment. Roof project has had a pre-start site meeting with a start on site date set (07/08/16).		Issues report being submitted to Projects Sub Committee in November 2016 before consultancy can commence. Further site visits to Birmingham and Suffolk to compare recent service models. Roof works progressing well and on schedule according to programme. Regular communications with staff, users and tenant.	

Actions / Milestones	Target Date	Measure of Success	Status R/A/G
KPI 9) Facilitate and deliver cross-departmental commemorations for the Battle of the Somme 100th and Great Fire 350th anniversaries	01/06/16	Yard exhibition and umbrella programme for the Somme delivered across CHL assets.	G
	31/07/16	GF350 umbrella website launched.	
	05/09/16	All major public events presented for GF350.	
Q1 Progress		Q2 Progress	Q3 Progress
<p>Battle of the Somme 100 achieved with 70k visitors in Guildhall Yard with more at satellite sites at Broadgate and Cheapside. An extensive education programme, lecture series and complementary exhibitions in Guildhall Art Gallery/Heritage Gallery, LMA and St Lawrence Jewry also attracted crowds. Significant press coverage included Eyewitness in the Guardian.</p> <p>GF350 website launched in early July on VisitLondon.Com; printed brochures (100k) also distributed.</p> <p>Major events are on track and will be publicised in August.</p>		<p>Complete. GF350 delivered in September 2016. Headlines include the securing of just under £3m in funding for the event, a social media reach in excess of 90m, over 1000 engagements with schoolchildren and young people, a global PR reach of 101.8m and the viewing of programme content through digital platforms in excess of 7m. A full monitoring and evaluation report will be submitted to CHL Committee in December.</p>	

KPI 10) Enhance the visitor programme at the Monument, following the completion of buildings works, and assess the feasibility of new visitor facilities.	31/03/17 31/03/17	Achieve the 2016/17 target visitor figure for the Monument by 31/3/17. Finalise action plan for creating new/adapting existing Monument facilities in 17/18, following conducting a full structural/ commercial feasibility study to include consultation with Historic England and CoL Committees.	A / G
Q1 Progress	Q2 Progress		Q3 Progress
<p>A full programme of activities and promotional endeavours has been planned, resourced and deployed to align with the umbrella GF350 commemoration events, with the aim of enticing visitors before, during and after the anniversary period.</p> <p>An unexpected closure of the Monument for a significant period of extensive repair works during the first three months of the financial year however means that the total visitor target is unlikely to be achieved. This was compounded by TfL hoardings at Fish St Hill which will partially obscure views of and access to the attraction until the end of the calendar year.</p> <p>A third party-consultant was appointed in June as part of a competitive procurement process to assess options for incorporating the laboratory into the visitor experience at the Monument and investigating the feasibility of a standalone ticketing/retail facility.</p>	<p>The extensive programme of local activities and events at the Monument took place in the weeks leading up to and including the anniversary weekend in September. This was very well received by visitors over the period and in addition to the Monument being the start location for Artichoke's 'Dominoes' project, included family learning events, a Fire Trail, competitions, podcasts, a new mobile app and a press event with actor Simon Callow reading from the Orb. Free entry was offered throughout the weekend as a gesture of goodwill from the City to the public, which was fully subscribed more than a month prior.</p> <p>The consultant has submitted a detailed proposal for increasing the heritage offer and a new visitor centre at the Monument which has been commended by the CHL Chairman and Deputy and will now be taken through the committee process. A substantial retail unit was deployed and utilised throughout the anniversary weekend also, income figures for which now provide a sound business case for retail provision as part of the proposed visitor centre.</p>		<p>(Note: Revision of the target is likely to be in Q3, after revised estimates and the anniversary events have taken place).</p>

Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Q3 result	Q4 result	Rating
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	33.3%	67%			Red
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	100%	80%			Amber
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	93.4%	92.5%			Green
SRS F	% of calls answered by voicemail	<10%	4.4%	4%			Green
NOTES	<ul style="list-style-type: none"> • SRS A and SRS B are not applicable for Culture Heritage & Libraries Department. • SRS C & SRS D - small sample size of 5 means results are skewed. 						

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Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2016
(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2016/17 £'000	3 months to 30th September 2016			Forecast for the Year 2016/17			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Culture, Heritage and Libraries (City Fund)								
Guildhall Library, Bibliographical Services & CBL	1,480	421	449	28	1,480	1,480	0	
Barbican and Community Libraries	1,630	420	400	(20)	1,630	1,630	0	
Artizan Street Community Centre and Library	220	5	(25)	(30)	220	220	0	
Central Management of Culture Heritage and Libraries	622	160	177	17	622	622	0	
Guildhall Art Gallery	363	105	68	(37)	363	363	0	
London Metropolitan Archives	1,882	479	520	41	1,882	1,882	0	
City Records Services	1,049	263	275	12	1,049	1,049	0	
Visitor Services and City Information Centre	643	150	154	4	643	643	0	
	7,889	2,003	2,018	15	7,889	7,889	0	
Culture, Heritage and Libraries (City's Cash)								
Keats House	192	53	57	4	192	192	0	
Monument Daguerreotype	25	25	23	(2)	25	23	(2)	1
Monument (City Cash)	(234)	(86)	(51)	35	(234)	(128)	106	2
	(17)	(8)	29	37	(17)	87	104	
Culture, Heritage and Libraries (Bridge House Estates)								
Tower Bridge Tourism	(824)	(470)	(816)	(346)	(824)	(1,124)	(300)	3
	(824)	(470)	(816)	(346)	(824)	(1,124)	(300)	
Total Culture, Heritage and Libraries Committee	7,048	1,525	1,231	(294)	7,048	6,852	(196)	
Total Planning and Transportation Committee	1,480	374	395	21	1,480	1,480	0	
Total Culture, Heritage and Libraries Committee - City Surveyors	99	24	10	(14)	99	99	0	
TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK	8,627	1,923	1,636	(287)	8,627	8,431	(196)	

Notes:

1. The Monument Daguerreotype forecast underspend is due to the actual price paid being slightly lower than originally anticipated.
2. The main reason for the £106K adverse forecast is due to income from April- June 2016 being £77,618, well below the target figure of £184,085 as a result of the prolonged closure for essential repair works.
3. The main reasons for the income being above target relates to ticketing and vending income which was approximately £230K above target for the second quarter. In addition venue hire was above target by approximately £50K .
In light of this continued positive performance, it is likely that the income target will be revised upwards in the 16/17 revised estimates by £300K with the agreement of the Chamberlain, this being a reasonably conservative figure based on the predicted substantial negative impact on income levels during the closure of Tower Bridge for major resurfacing works throughout Q3.

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2016

Appendix B(ii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2016/17 £'000	3 months to 30th September 2016			Forecast for the Year 2016/17			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
Planning and Transportation (Bridge House Estates)								
Tower Bridge Operational	1,480	374	395	21	1,480	1,480	0	
Total Planning and Transportaion Committee	1,480	374	395	21	1,480	1,480	0	
TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK	1,480	374	395	21	1,480	1,480	0	

Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2016 Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved	3 months to 30th September 2016			Forecast for the Year 2016/17			Note
	Budget 2016/17 £'000	Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
City Surveyor (City Fund)								
Lower Thames Street - Roman Bath	8	2	3	1	8	8	0	
	8	2	3	1	8	8	0	
City Surveyor (City's Cash)								
Mayoralty and Shrievalty	91	22	7	(15)	91	91	0	
	91	22	7	(15)	91	91	0	
TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK	99	24	10	(14)	99	99	0	

Notes:

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Capital Projects – as at 30/9/16

Planning Ahead - The following Culture Heritage & Libraries projects may require between £19.75m and £30.775m of capital expenditure in the next 5 years.

Brief description of potential project	Estimated cost	Expended to 30 th September	Indicative source of funding	Indicative timetable for project
Tower Bridge High Level Walkway Roof Coverings	£300k - 500k	£30k	Bridge House Estates	Detailed Options Appraisal Report will be submitted to relevant committees in December 2016.
Tower Bridge Engine Rooms, Reception & Gift Shop	£320k	£95k	Bridge House Estates	Works now expected to be undertaken in 2016 completing in November 2016
Lord Mayor's Show Historic Carriages Refurbishment(Phase 1)	£267,200	£23k	City's Cash	Invasive investigations to be undertaken after the lord mayors show in 2016 will inform the need for further phases of works
Monument Residual Works	£108k	£4k	City's Cash	Planned to start on site in January 2017.
Shoe Lane Library Transformation	Up to £250k	£12k	City Fund	[Update Project Closed July 2016]
Libraries and LMA IT and Infrastructure	£100k	£100k	City Fund	Implementation to be completed by March 2016
London Metropolitan Archives Roof Renewal	£733k	163k	City Fund	Planned to complete during 2016/17
London Metropolitan Archives Future Accommodation	Up to £5m	£0	City Fund	Overall Programme July 2015 to December 2016, with potential to lead on to a longer substantive

Planning				capital project
London Metropolitan Archives Purchase Freehold	£10-£20m	£0	City Fund	2018 (Subject to the establishment of a long term strategy requiring the retention of LMA archives in Central London)
New Coach House – Erection of Glass Structure	£100k – £500k	£0	City Fund	2018
Remodel Artizan Street Library & Community Centre	£100k – £500k	£0	City Fund	2017-18
Boiler Replacement at LMA	£200,000	£0	City Fund Additional Works Programme	Work is currently anticipated to fall in 2019-2020. However, work may be deferred and is subject to Member approval before it will be completed.
Chiller Plant Replacement at LMA	£387,000	£0	City Fund Additional Works Programme	Work is currently anticipated to fall in 2018-2019. However, work may be deferred and is subject to Member approval before it will be completed.
External Decoration at LMA	£250,000	£0	City Fund Additional Works Programme	Work is currently scheduled to fall in 2017-2018. However, work may be deferred and is subject to Member approval before it will be completed.
Replacement Access	£120,000	£0	City Fund	Work is currently scheduled to fall in

Control System at LMA			Additional Works Programme	2017-2018. However, work may be deferred and is subject to Member approval before it will be completed.
Landlords Lighting & Power Rewire at LMA	£250,000	£0	City Fund Additional Works Programme	Work is currently anticipated to fall in 2019-2020. However, work may be deferred and is subject to Member approval before it will be completed.
City Business Library - reconfiguration	£30-50,000	£0	City Fund	2016-17
Clockmakers' Museum space – reconfiguration and refurbishment	£10-20,000	£0	City Fund	City of London Police Museum signed up – 2016/17
Historic repairs Keats House/ 10 Keats Grove	£1M	£0	City Fund	2017 -18
Space Heating ductwork replacement at LMA	£100,000	£0	City Fund Additional Works Programme	2019 -20
Space Heating AHU (Air Handling units) replacement at LMA	£120,000	£0	City Fund Additional Works Programme	2019 -20

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Agenda Item 7

Committee(s)	Dated:
Culture, Heritage and Libraries	05/12/2016
Subject: Revenue and Capital budgets – 2017/18	Public
Report of: The Chamberlain Director of Culture, Heritage and Libraries	For Decision
Report author: Mark Jarvis - Head of Finance,	

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budget for 2017/18, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The budgets have been prepared within the resources allocated to the Director.

Summary Of Table 2	Latest Approved Budget 2016/17 £'000	Original Budget 2017/18 £'000	Movement £'000
Expenditure	21,543	21,436	(107)
Income	(7,708)	(8,044)	(336)
Recharges (including capital charges)	5,768	6,371	603
Total Net Expenditure	19,603	19,763	160

Overall, the 2017/18 provisional revenue budget totals £19.763m, an increase of £160,000 compared with the latest approved budget for 2016/17. Main reasons for the movement are :-

- Increase to the local risk budgets following the net 1% allowance given towards any potential pay and price increases of £69,000.

- Increase in the City Surveyor's repairs and maintenance programme of £488,000.
- Increase in recharges of £603,000 due to increased repairs and maintenance charges at the Guildhall Complex and a rise in capital costs due to a combination of the completion and subsequent depreciation of the LMA Roof Project, fit-out costs attributable to the new Police Museum and a share of investment in new corporate IS costs.
- Latest Approved budget for 2016/17 included expenditure of £127,000 funded from the previous year's underspend.
- Savings as a result of the Service Based Reviews totalling £325,000, as previously agreed by this Committee.
- Tower Bridge income budget targets have been revised upwards by a further £300,000 in 2017/18 as a result of their positive performance.
- Increase in City's Cash contribution to Keats House of £139,000 in 2017/18 as a result of the increase to the Cyclical Works Programme.

Recommendations

Members are asked to:

- review the provisional 2017/18 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- review and approve the draft capital budget;
- authorise the Chamberlain, in consultation with the Director of Culture, Heritage and Libraries, (or his successor), to revise these budgets to allow for any implications arising from departmental reorganisations, in particular the CHL Re-organisation report. Also any amendments to Corporate Projects and other reviews and changes to the Additional Works Programme.

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

Main Report

Introduction

1. The department comprises three lending libraries (Barbican, Artizan Street and Shoe Lane), two reference libraries (City Business Library and Guildhall Library), City of London Police Museum, Guildhall Art Gallery (including Heritage Gallery and Amphitheatre), Billingsgate Roman Bathhouse, Keats House, London Metropolitan Archives (LMA), City Records Services, City of London Information Centre, Tower Bridge and The Monument. This front line activity is assisted by a number of non-public services including Information Services, the Cultural and Visitor Development Team and Support Services.
2. This report sets out the proposed revenue budget and capital budgets for 2017/18. The revenue budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

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

The two Strategic Aims are:

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

Proposed Revenue Budget for 2017/18

6. The proposed Revenue Budget for 2017/18 shown in Table 1 is analysed between:
 - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual

financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).

- Recharges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
7. The provisional 2017/18 budgets, under the control of the Director of Culture, Heritage and Libraries being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. An allowance was given towards any potential pay and price increases of 1.5% in 2016/17 (already applied) and a further 1% in 2017/18. The budget has been prepared within the resources allocated to the Director.
 8. The Service Based Review aims to deliver sustainable savings and / or increased income in order to balance City Fund and City's Cash over the medium term. The proposals approved by the Policy & Resources Committee included a total of £1,347K (over 3 years) for this Committee. The agreed proposals reflected in the 2017/18 budgets are a total of £325K. Alternative proposals to make the (formerly Keats House) saving of £220K in 2017/18 are currently being reviewed.

TABLE 1 CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY– ALL FUNDS						
Analysis of Service Expenditure	Local or Central Risk	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	10,020	9,983	9,956	(27)	11
Employees (redundancy costs)	C	56	19	-	(19)	
Premises Related Expenses	L	952	1,391	1,421	30	
Premises Related Expenses *	C	761	1,018	1,035	17	
City Surveyor – Repairs & Maintenance	L	619	532	1,020	488	12
Transport Related Expenses	L	71	88	81	(7)	
Supplies & Services	L	3,738	2,776	2,145	(631)	13
Grants to Museum of London and the former City of London Festival	C	5,675	5,649	5,649	-	
Capital Charges – City's Cash & BHE	C	89	87	129	42	
Transfer to Reserves	L	138	-	-	-	
Total Expenditure		22,119	21,543	21,436	(107)	
INCOME						
Other Grants, Reimbursements and Contribution	L	(521)	(440)	(143)	297	13
City's Cash contribution to Keats House	C	(361)	(287)	(426)	(139)	14
Customer, Client Receipts	L	(7,885)	(6,903)	(7,397)	(494)	15
LMA Rental Income	C	(88)	(78)	(78)	-	
Staff time charged to Capital	C	(12)	-	-	-	
Transfer from Reserves	L	(112)	-	-	-	
Total Income		(8,979)	(7,708)	(8,044)	(336)	
TOTAL EXPENDITURE/ (INCOME) BEFORE RECHARGES		13,140	13,835	13,392	(443)	
RECHARGES						
Central Support Services and Capital Charges – City Fund		6,143	6,141	6,740	599	16
Recharges within Fund		115	83	87	4	
Recharges Across Funds		(456)	(456)	(456)	-	
Total Recharges		5,802	5,768	6,371	603	
TOTAL NET EXPENDITURE		18,942	19,603	19,763	160	

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

9. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
10. Overall there is an increase of £160,000 in the overall budget between the 2016/17 latest approved budget and the 2017/18 original budget. This movement is explained in the following paragraphs.
11. The decrease to the local risk Employees budget is due to a number of LMA Project posts coming to an end in 2016/17. The increase in FTE's, (despite a smaller increase in costs), at Tower Bridge is due to two full time staff appointed in the retail element of the business, which reduces the need for casual staff costs in 2017/18. In addition, there were vacancies at Tower Bridge during the year covered by temporary staff. An analysis of the movement in manpower and related staff costs are shown in Table 2 below.

Table 2 - Manpower statement	Latest Approved Budget 2016/17		Original Budget 2017/18	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Guildhall Library	10.50	540	10.50	555
City Business Library	6.20	291	6.20	302
Library Services Team	8.00	276	8.00	277
Information Services Section	6.00	250	6.00	255
Barbican and Community Libraries	36.71	1,455	36.71	1,460
Artizan Street Library	7.58	259	7.50	263
Culture Heritage & Libraries Directorate	4.68	309	4.68	309
Guildhall Art Gallery	7.35	322	7.46	317
London Metropolitan Archives	50.11	2,146	45.90	2,047
City Records Services	22.19	996	22.32	1,004
Keats House	4.54	202	4.01	208
Visitor Services & City Information Centre	10.54	488	10.69	488
Monument	7.01	276	7.21	282
Tower Bridge Tourism	46.55	2,173	50.35	2,189
TOTAL CULTURE, HERITAGE AND LIBRARIES	227.96	9,983	227.53	9,956

12. The 2016/17 Latest Approved Budget reflects the re-allocation of the full 2016/17 Additional Works Programme to reflect the expenditure that is anticipated will be incurred in the year. Please see the detailed breakdown in Table 3 below.

TABLE 3 - CITY SURVEYOR LOCAL RISK	Latest Approved Budget 2016/17 £'000	Original Budget 2017/18 £'000
Repairs & Maintenance		
Additional/Cyclical Works Programme		
Barbican and Community Libraries	3	36
Guildhall Art Gallery	4	18
Culture Heritage & Libraries Directorate	25	-
London Metropolitan Archives	79	298
Keats House	5	143
Monument	5	32
Roman Bath House	5	55
Mayoralty and Shrievalty	-	36
Planned & Reactive Works (Breakdown & Servicing)		
Guildhall Library	6	6
Barbican and Community Libraries	19	18
Guildhall Art Gallery	8	8
London Metropolitan Archives	117	117
Keats House	20	20
Visitor Services & City Information Centre	13	13
Monument	14	11
Cleaning	209	209
Total City Surveyor	532	1,020

The increases at both London Metropolitan Archives and Keats House reflect an increase in the value in projects undertaken than in previous years. The works are part of a cycle and reflect the work that has been approved (by CASC) for 2017/18 as part of the 3 year delivery programme.

The Latest Approved Budgets reflects the work to be undertaken in 2016/17. The Original 2017/18 budgets reflects the balances phased from continuing approved live programmes and the new 2017/18 projects (£12.1m) endorsed by Corporate Asset Sub Committee in October 2016.

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

The corporate Building Repairs and Maintenance contract is currently being re-tendered and the new contract will commence on the 1st July 2017. Original estimates for 2017/18 are based on the latest available asset price from the current contractor. Any changes to these budgets arising from the new contract will be reported to Committee in due course.

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

13. This decrease includes a reduction of £411,000 to Supplies and Services budgets, mainly attributable to the fallout of various grants and contributions, which total £342,000 and carry forward requests totalling £55,000 included in the 2016/17 budgets as a result of the 2015/16 underspend. In addition, this line also includes the alternative proposals to make the (formerly Keats House) saving of £220,000 that are currently being reviewed.
14. The increase in the City's Cash contribution to Keats House of £139,000 in 2017/18 largely as a result of the increase to the Cyclical Works Programme. Keats House is deficit funded by City's Cash.
15. The increase of £494,000 to the local risk budgets for Customer, Client Receipts is mainly due to increased income of £449,000 at Tower Bridge to reflect their continued positive performance in both visitor numbers and the event hire element of the business. In addition, there is an increase in income targets at the City Information Centre of £80,000 as a result of the Service Based Review proposals with contracts already in place to meet these targets for the next 5 to 10 years. These increases were partly offset by a reduction in income targets at the Guildhall Art Gallery, owing to the 2016/17 income targets including admission fees to the Martin Parr exhibition.
16. Appendix 2 provides a full analysis of Support Services and Capital costs. The increase of £599,000 to Support Services and Capital Charges (City Fund) is mainly due to an increase in Guildhall Admin charges of £411,000 as a result of increased Repairs and Maintenance costs on the Guildhall Complex. In addition, there was a rise in capital charges of £228,000 due to a combination of the completion and subsequent depreciation of the LMA Roof Project, fit-out costs attributable to the new Police Museum and a share of investment in new corporate IS costs. These are partly offset by a fall in support services costs of £35,000.

Potential Further Budget Developments

17. The provisional nature of the 2016/17 and 2017/18 revenue budgets recognises that further revisions may be required, including in relation to:
 - budget reductions to capture savings arising from the on-going Service Based Review;
 - decisions on funding of the Additional Works Programme by the Resource Allocation Sub Committee.

- if specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).
- any further budget adjustments or reallocations resulting from an agreement to the alternative proposals to save £220,000 in 2017/18 will be notified separately to this committee.
- Approval given to amend the budget to reflect the outcome of the CHL Reorganisation Report.

Any revisions will be agreed after consultation with the Director of Culture, Heritage and Libraries, (or his successor).

Revenue Budget 2016/17

18. The forecast outturn for the current year is £19.360m compared to the latest approved budget of £19.556m showing a potential underspend of £196,000. This potential underspend relates to a significant increase in income for the first half of the year at Tower Bridge, partly offset by a reduction of income at the Monument owing to its unexpected closure for a significant period during the first three months of the year for essential repairs and the impact of TfL hoardings at Fish Street Hill which partially obscure views of and access to the attraction.
19. The movement between 2016/17 Original and Latest Approved Budget is detailed in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Capital & Supplementary Revenue projects - latest estimated costs							
Service Managed	Project	Exp. Pre 01/04/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Later Years £'000	Total £'000
CITY FUND							
<u>Pre-implementation</u>							
London Metropolitan Archives	Future accommodation	9	5				14
Libraries	Shoe Lane Library transformation	8	15				23
<u>Authority to start work granted</u>							
London Metropolitan Archives	Roof replacement	42	678				720
Libraries	Police Museum		109				109
Guildhall Art Gallery	Lighting replacement	528	14				542
TOTAL CITY FUND		587	821	0	0	0	1,408
CITY'S CASH							
<u>Pre-implementation</u>							
Mayoralty & Shrievalty	Lord Mayor's Coach refurbishment	2	27	4			33
<u>Authority to start work granted</u>							
The Monument	Deferred works	4	7	94			105
TOTAL CITY'S CASH		6	34	98	0	0	138
BRIDGEHOUSE ESTATES							
<u>Authority to start work granted</u>							
Tower Bridge Tourism	Engine rooms / Reception / Gift shop	3	349				352
TOTAL BRIDGEHOUSE ESTATES		3	349	0	0	0	352
TOTAL		596	1,204	98	0	0	1,898

21. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
22. The Shoe Lane Library transformation scheme is not proceeding.
23. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2017.

Appendices

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

Contact Officer: Mark Jarvis, Head of Finance, Chamberlains Department
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APPENDIX 1

Analysis by Service Managed	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
CITY FUND					
Guildhall Library and City Business Library	1,374	1,420	1,442	22	
Library Services Team	305	278	279	1	
Information Services Section	567	347	322	(25)	
Barbican and Community Libraries	2,576	2,729	2,752	23	
Artizan Street Library	263	313	320	7	
Culture Heritage & Libraries Directorate^	2,157	2,150	2,112	(38)	
City of London Festival	383	357	357	-	
Museum of London	5,292	5,292	5,292	-	
Guildhall Art Gallery	2,306	2,348	2,555	207	16
London Metropolitan Archives	3,189	3,034	3,359	325	11,12,16
City Records Services	1,017	999	1,019	20	
Visitor Services & City Information Centre	795	836	754	(82)	15
Police Museum	-	-	23	23	
Roman Remains and Guildhall Complex Land (City Surveyor)	33	28	78	50	12
TOTAL CITY FUND	20,257	20,131	20,664	533	
CITY'S CASH					
Keats House	-	-	-	-	12
Heritage Gallery	35	25	25	-	
Artichoke Great Fire	300	-	-	-	
Monument Daguerreotype	-	25	-	(25)	
Monument	(142)	(149)	(130)	19	
Mayoralty & Shrievalty (City Surveyor)	106	116	153	37	
TOTAL CITY'S CASH	299	17	48	31	
BRIDGE HOUSE ESTATES					
Tower Bridge Tourism	(1,614)	(545)	(949)	(404)	16
TOTAL BRIDGE HOUSE ESTATES	(1,614)	(545)	(949)	(404)	
TOTAL	18,942	19,603	19,763	160	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.6m of Capital Recharges for 2016/17 and 2017/18

APPENDIX 2

Recharges from/to Culture, Heritage and Libraries	Actual	Latest Approved Budget	Original Budget
	2015/16 £000	2016/17 £000	2017/18 £000
Support Service and Capital Charges			
Administrative Buildings	2,129	2,223	2,634
City Surveyor's Employee Recharge	187	152	152
Insurance	198	250	254
IS Recharges - Chamberlain	922	829	820
Capital Charges – City Fund	1,764	1,731	1,959
Support Services -			
Chamberlain and CLPS	362	349	351
Comptroller and City Solicitor	35	41	40
Town Clerk	509	533	497
City Surveyor	33	33	33
Support services with Other services*	4	-	-
Total Support Services and Capital Charges	6,143	6,141	6,740
Recharges Within Funds			
Utilities recharge - Barbican Centre	261	229	233
Corporate and Democratic Core – Finance Committee	(146)	(146)	(146)
Recharges Across Funds			
Support Services – CHL Guildhall Administration	(456)	(456)	(456)
TOTAL SUPPORT SERVICE AND CAPITAL CHARGES	5,802	5,768	6,371

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

APPENDIX 3

Original to Latest Approved Local Risk Budget	£000
Original Local Risk Budget	7,876
City Fund and City's Cash carry forwards	127
All funds contribution pay, budget uplift	52
City Fund and Bridge House Estates budget virements uplift, mainly due to a transfer of £45,000 to the Barbican & Community Libraries due to being commissioned by the Department of Community and Children's Services to carry out a range of Children's Centre Services. This is partly offset by Corporate transfers of £28,000 relating to Printing (£14,000) and the Graduate Scheme (£14,000) and a transfer of resources from Tower Bridge Tourism to Tower Bridge Operational (£4,000).	13
Bridge House Estates – Income targets increased at Tower Bridge due to excellent performance during the first six months of the year	(300)
City Surveyor local risk changes in the phasing over the 3 year cycle of each of the Additional Works Programmes	(341)
Latest Approved Local Risk Budget	7,427

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Committee(s)	Dated:
Culture, Heritage and Libraries	05/12/2016
Subject: Guildhall Library Centenary Fund: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2016	Public
Report of: The Chamberlain and the Director of Culture, Heritage and Libraries Department	
Report author: Mark Jarvis - Head of Finance – Financial Services Division, Citizen Services	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2016 for Guildhall Library Centenary Fund are presented in the format required by the Charity Commission.

Recommendation(s)

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

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP.
2. The Trustees Annual Report and Financial Statements will be submitted to the Charity Commission within the agreed deadline of 31 January 2017.

Appendices

- Appendix 1 – Guildhall Library Centenary Fund Report and consolidated Financial Statements for the year ended 31 March 2016

Mark Jarvis

Head of Finance – Financial Services Division, Citizen Services

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E: mark.jarvis@cityoflondon.gov.uk

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***GUILDHALL LIBRARY CENTENARY FUND
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016***

Charity Number: 206950

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report and Financial Statements for the year ended 31 March 2016

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Independent Auditor's Report	7-8
Statement of Financial Activities	9
Balance Sheet	10
Notes to the Financial Statements	11-15

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report for the year ended 31 March 2016

1. Reference and Administration Details

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

2. Structure, Governance and Management

The Governing Documents and constitution of the charity

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

Trustee selection methods

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

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

2. Structure, Governance and Management (continued)

Policies and Procedures for the Induction and Training of Trustees

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

Organisational structure and decision making process

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

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

Related Parties

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

Risk identification

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

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

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

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

3. Objectives and Activities for the public benefit

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

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

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

Achievements and Performance

Key Targets for 2015/16 and review of achievement

The key target for 2015/16 was to continue to advance the education and training of the public in the provision of library, archive, museum and gallery services by the following objectives:

Objectives

- To receive donations toward the upkeep and conservation of special collections within Guildhall Library
- To build up an endowment fund to care for the special collections housed within Guildhall Library for the use of future generations
- To build up a fund which enables the purchase of rare, unique and expensive items which would complement the holdings of Guildhall Library for the public to enjoy

Achievements and performance – no suitable opportunities for spending the funds were identified in 2015/16.

4. Financial Review

Review of financial position

The income from investments during the year was £579 (2014/15: £610), and there were donations totalling £177 (2014/15: £500). In 2015/16 there was no expenditure (2014/15: £nil). The unrestricted income fund at the year-end had a balance of £9,522 (2014/15: £8,766) which will be expended if there are requirements to advance the education and training of the public in the provision of library, archive, museum and gallery services.

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

As at 31 March 2016 the fund achieved a return of -1.1% compared to the FTSE All Share Index return of -3.9%. The WM Charity Universe return was -1.0% and the fund slightly underperformed this by 0.1%.

Reserves Policy

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

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

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

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

Investment Policy

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

Going Concern

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

5. Plans for Future Periods

The future plans for the Charity are to:

Engage existing users to:

- Set up a donations web-page on the Guildhall Library website
- Advertise in Exhibitions and Events programme
- Produce donation leaflets and Just Giving site.

In addition, the Charity aims to establish a 'Friends of Guildhall Library' scheme to:

- Run an engagement programme
- Adopt-a-Book conservation scheme

The Charity also plans to cultivate relationships with an aim to establish fundraising "Ambassadors".

The Centenary Fund and giving will be incorporated into existing leaflets, websites and social media, with just a simple strap-line. This would relate to donations as well as legacies.

6. The Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015. The financial statements consist of the following and include comparative figures for the previous year.

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the Fund.
- **Balance Sheet** setting out the assets, liabilities and funds of the Fund.

GUILDHALL LIBRARY CENTENARY FUND

- **Notes to the Financial Statements** explaining the accounting policies adopted and explanations of information contained in the financial statements.

Trustee's Annual Report (continued)

7. **Statement of Trustee's Responsibilities**

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

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

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

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

8. **Adopted and signed for on behalf of the Trustee on 15 November 2016.**

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee

Roger A.H. Chadwick
Deputy Chairman of Finance Committee

Guildhall
London

GUILDHALL LIBRARY CENTENARY FUND

15 November 2015

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

We have audited the financial statements of Guildhall Library Centenary Fund for the year ended 31 March 2016 which are set out on pages 9 to 15. The financial reporting framework that has been applied in their preparation is applicable law and Section 1A "Small Entities" of FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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

Respective responsibilities of trustees and auditor

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

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

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

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

GUILDHALL LIBRARY CENTENARY FUND

Matters on which we are required to report by exception

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

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

Date 15 November 2016
Moore Stephens LLP
Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

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

GUILDHALL LIBRARY CENTENARY FUND

Statement of Financial Activities for the year ended 31 March 2016

	Notes	Unrestricted Fund	Endowment Fund	Total 2015/16	Total 2014/15 see note 11
		£	£	£	£
Income and Endowments from:					
Donations and Legacies	3	177	-	177	500
Income from investments	3	579	-	579	610
			-		
Total income and endowments		<u>756</u>	<u>-</u>	<u>756</u>	<u>1,110</u>
Total expenditure		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net (losses)/gains on investments	7	-	(831)	(831)	884
Net income/(expenditure)		<u>756</u>	<u>(831)</u>	<u>(75)</u>	<u>1,994</u>
Transfers between funds		0	0	0	0
Other recognised gains/(losses)		0	0	0	0
Net movement in funds		<u><u>756</u></u>	<u><u>(831)</u></u>	<u><u>(75)</u></u>	<u><u>1,994</u></u>
Reconciliation of funds					
Funds brought forward	9	8,766	14,612	23,378	21,384
Funds carried forward	9	<u>9,522</u>	<u>13,781</u>	<u>23,303</u>	<u>23,378</u>

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

All incoming resources and resources expended derive from continuing activities.

GUILDHALL LIBRARY CENTENARY FUND

Balance Sheet as at 31 March 2016

	Notes	2016 £	2015 £
Fixed Assets			
Investments – 1,769 Charities Pool Units	7	13,781	14,612
Current Assets			
Cash at bank and in hand		9,522	8,766
Net Assets		<u>23,303</u>	<u>23,378</u>
The funds of the charity:			
Endowment fund	9	13,781	14,612
Unrestricted fund	9	9,522	8,766
Total Funds		<u>23,303</u>	<u>23,378</u>

Approved and signed for and on behalf of the Trustee.

The notes at pages 11 to 15 form a part of these financial statements.

Dr Peter Kane
Chamberlain of London
15 November 2016

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2016

1. Accounting Policies

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

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

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared for the first time in accordance with the new Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011. Section 1A of FRS 102 is applicable for accounting periods beginning on or after 1 January 2016, but may be applied early to periods beginning on or after 1 January 2015, if such entities qualify as 'small entities'. Guildhall Library Centenary Fund has taken the option to apply the standard early in the preparation of these financial statements.

(b) ***Going Concern***

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

(c) ***Cash Flow Statement***

The Trust has taken advantage of the exemption in FRS102 from the requirement to produce a statement of cash flows on the grounds that it is a small entity.

(d) ***Income Recognition***

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

(e) ***Investment Income***

Investment income consists of distributions from the Charities Pool and interest receivable on cash balances. The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

(f) ***Expenditure Recognition***

GUILDHALL LIBRARY CENTENARY FUND

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Notes to the Financial Statements for the year ended 31 March 2016 (continued)

(g) *Managed Investments*

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The net loss on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2015 and 31 March 2016.

(h) *Fund Accounting*

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

2. Tax Status of the Charity

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

3. Incoming Resources

Income on investments for the year amounted to £579 (2014/15 £610). In addition there were donations totalling £177 (2014/15 £500).

4. Resources Expended

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

5. Support Costs

Staff numbers and costs

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

Auditor's remuneration and fees for external financial services

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

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2016 (continued)

6. Other Items of Expenditure

Trustee's expenses

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

7. Investment Assets

The value and cost of investments comprises:

	Endowment Fund	
	2016	2015
	£	£
Market Value 1 April	14,612	13,728
Net investment gain / (loss)	(831)	884
Market value 31 March	13,781	14,612
Cost 31 March	1,769	1,769
Number of Charities Pool (Units)	1,769	1,769

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

	2016	2015
	£	£
Equities		
UK	10,190	11,485
Overseas	2,097	2,177
Bonds - UK	369	365
Pooled Units - UK	573	468
Cash held by Fund Manager	552	117
Total Funds	13,781	14,612

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

As at 31 March 2016 the fund achieved a return of -1.1% compared to the FTSE All Share Index return of -3.9%. The WM Charity Universe return was -1.0% and the fund slightly underperformed this by 0.1%.

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2016 (continued)

8. Analysis of Net Assets by Fund at 31 March 2016

	Unrestricted Funds	Endowment	Total	Total
	General	Fund	2016	2015
	£	£	£	£
Fixed Assets				
Investments	-	13,781	13,781	14,612
Total Fixed Assets	-	13,781	13,781	14,612
Current Assets	9,522	-	9,522	8,766
Total Net Assets	9,522	13,781	23,303	23,378

9. Movement of Funds during the year to 31 March 2016

	Balance at 1 April 2015	Income	Losses	Balance at 31 March 2016
	£	£	£	£
Permanent Endowment Unrestricted Funds	14,612	-	(831)	13,781
General	8,766	756		9,522
Total Funds	23,378	756	(831)	23,303

Notes to the funds-

Capital Fund - Permanent Endowment

This fund represents the original endowment invested and shown at current market value. The purpose of the fund is:

- To build up an endowment fund to care for the special collections housed within Guildhall Library for the use of future generations
- To build up a fund which enables the purchase of rare, unique and expensive items which would complement the holdings of Guildhall Library for the public to enjoy

Income Fund –Unrestricted

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

10. Details of related parties and wider networks

The City of London Corporation is also the Trustee of a number of other Charitable Trusts. With the exception of the City of London Charities Pool, these Trusts do not undertake transactions with the Guildhall Library Centenary Fund. A full list of these Trusts is available on application to the Chamberlain of London.

GUILDHALL LIBRARY CENTENARY FUND

The Trust has investments in the City of London Charities Pool of which the City of London Corporation is also the Trustee.

Notes to the Financial Statements for the year ended 31 March 2016 (continued)

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances

11. Transition to FRS 102

These financial statements for the year ended 31 March 2016 are the Charity’s first financial statements that comply with Financial Reporting Standard 102 (FRS 102) ‘the Financial Reporting Standard in the UK and Republic of Ireland’. The Charity’s date of transition to FRS 102 is 1 April 2014. The Charity’s last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The following explanatory notes to the accounts describe the differences between the funds and income and expenditure presented under the previous UK GAAP and the newly presented amounts under FRS 102 for the reporting period ended at 31 March 2015 (ie comparative information), as well as the funds presented in the opening statement of balance sheet (ie at 1 April 2014).

In the table below, funds determined in accordance with the FRS 102 is reconciled to funds determined in accordance with previous UK GAAP at both 1 April 2014 (the date of transition to FRS 102) and 31 March 2016.

Group	Note	<u>Funds as at 1 April 2014</u>	<u>Net income for the year ended 31 March 2015</u>	<u>Funds as at 31 March 2015</u>
		£	£	£
As previously stated under former UK GAAP		21,384	1,110	23,378
Gains / (losses) on a) investments		-	884	-
As stated in accordance with FRS 102		21,384	1,994	23,378

Explanation of changes to previously reported net income:

GUILDHALL LIBRARY CENTENARY FUND

- a) FRS 102 requires that gains/(losses) on investments are now treated as a component of net income. Under previous UK GAAP, gain/(losses) on investments were shown after net income as part of other recognised gains/(losses).

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Committee(s)	Dated:
Culture, Heritage and Libraries	05/12/2016
Subject: Keats House: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2016	Public
Report of: The Chamberlain and the Director of Culture, Heritage and Libraries Department Report author: Mark Jarvis - Head of Finance – Financial Services Division, Citizen Services	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2016 for Keats House are presented in the format required by the Charity Commission.

Recommendation(s)

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

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.
2. The Trustees Annual Report and Financial Statements will be submitted to the Charity Commission within the agreed deadline of 31 January 2017.

Appendices

- Appendix 1 – Keats House Report and consolidated Financial Statements for the year ended 31 March 2016

Mark Jarvis

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KEATS HOUSE

***REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016***

Charity Number: 1053381

KEATS HOUSE
Trustee's Annual Report and Financial Statements
For the period from 1st April 2015 to 31st March 2016

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KEATS HOUSE
Trustee's Annual Report and Financial Statements
For the period from 1st April 2015 to 31st March 2016

1. Reference and Administrative Details

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

2. Structure Governance and Management

Governing Document

Scheme of the Charity Commissioners Sealed 6 November 1996

Trustee Selection methods

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

The policies and procedures for the induction and training of trustees

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

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

Organisational structure and decision making process

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

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

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

Details of related parties and wider networks

The City of London Corporation, acting as trustee of the charity, is responsible for appointments of representatives to the Committee as noted above. The City of London employs all staff and allocates the time of its staff to the various activities it controls in accordance with the activities worked on by its staff. Please see note 13 to the Financial Statements.

Risk Management Statement

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

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

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

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

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

2. Objectives and Activities for the Public Benefit

The Charity's origin

In 1921, a body called the Keats Memorial House Committee appealed to the public for funds to purchase the property and archive from the then private owners to save it from being destroyed or dissipated, and in order to preserve John Keats' former home in which most of the poet's finest work was written. The public appeal was successful, and the property was acquired and vested in the then Corporation of Hampstead "as a permanent trust to be restored and equipped with relics of the poet and to be maintained in perpetuity as a Keats Museum and a live memorial to his genius, a shrine of pilgrimage for his world wide admirers and a literary meeting place and centre". Camden Borough Council became the successors of the former Corporation of Hampstead on 1 April 1965, pursuant to the London Government Act 1963.

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

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

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

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

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

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

The strategic aims are:

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

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

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

3. Achievements and Performance

2015-16 has been a busy year for Keats House in which we have been building on the success of our reinterpretation project completed the previous year. The project was officially launched in May 2015 with a high profile ribbon cutting by celebrity Nancy Dell'Olio.

The reinterpretation of the House is proving popular with visitor and museum professionals alike, and we are delighted to have 'won' highly commended in the category of Best Hidden Gem at this year's Hudson's Heritage Awards. Other accolades include winning a Time Out Love London award for best cultural attraction in Hampstead, and a Sandford Award for outstanding contribution to heritage education within the historic environment

Key targets for 2015-16 and review of achievement

1. *To develop the audience for Keats House by promoting our improved public offer through PR, marketing and outreach.*

Throughout the year we have been working on building our profile and PR reach.:

- The House worked closely with Chloe Nelkin PR on a high profile press campaign for the launch of the reinterpretation project and the start of the Keats festival 2015. The campaign was highly successful and culminated in 29 articles and an interview with Principle Curator Vicky Carroll on London Live. Highlights from the campaign include listings in the *Metro* and *Evening Standard*, and articles in *The Independent on Sunday* and *The Guardian Books* online.
- Keats House have been working closely with the Art fund and have been featured in their popular Exhibitions Guide as an 'inspiring writers' house' to visit. The House also features in their high profile underground poster campaign. Keats House posters were placed in 21 locations around the network and can be seen at popular stations including King's Cross St Pancras and Euston, as well as local stops including Hampstead and Highgate.
- Our email newsletter has proved very popular with a subscription of over 4000 people and an open rate average of 36.6%, 10% above the industry average. Our social media feeds have undergone strong organic growth over the year with increases in our Twitter followers and Facebook likes by 23% and 35% respectively.

2. *To continue to develop usage of Keats House and Ten Keats Grove by delivering events and education programmes in partnership with others.*

During 2015/16 Keats House held 103 public events in partnership with a wide range of organisations, such as Poet in the City and University College London. These engaged over 4,700 people. The year's highlights include:

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

3. Achievements and Performance (cont.)

- Working in partnership with Museums at Night our Late Night Keats events have been a sell-out success. Held in May 2015 and October 2015, these evening openings have generated both income through ticket sales, and press coverage. This event attracts a younger and more diverse audience, and includes music and crafts activities for people to engage with Keats's story outside our usual poetry remit.
- Our events programme has continued to develop high quality and high profile events. The team were delighted to welcome Professor Germaine Greer for our 'Shakespeare's sonnets' event on the 10th of February 2016.
- The Keats House Poets Present... project continues to be successful. Funded by the Keats Foundation this programme has engaged over 369 people of a wide range of ages, including a high proportion of younger people.

4. *To increase income through developing our retail and private hire offers and through fundraising.*

Increased revenue has been a key focus for the team throughout the year. Strands of development have included:

- The use of both the House and the nightingale room as venues for private events has shown strong growth over the year. Promoted on the website and through printed material, hire of the premises has generated £12,284 in income over the year through 52 events.
- Profit from the sale of books and souvenirs have increased during 2015/16 from £8,221 (2014/15) to £16,701. Our range of colourful new souvenirs launched in May, and has proved popular with visitors.
- Fundraising with local neighbours has raised £1,354 through our patrons and members scheme.

5. *To research alternative models for running Keats House with significantly less subsidy from the City of London Corporation.*

Keats House has held informal discussions with a range of partners. The House has also appointed an income consultant to advise on increasing revenue from the premises. The options assessed will be presented to the Culture, Heritage and Libraries Committee in May 2016.

6. *To increase access to the Keats House collection through changing displays and online.*

2015/2016 saw the successful completion of our new temporary exhibition space on the first floor. The gallery is furnished with a secure hanging system and museum grade lighting. Our first exhibition, 'clambering through the clouds', launched in January 2016.

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

3. Achievements and Performance (cont.)

The team has been developing cost effective digital ways to foster engagement and knowledge of our collection. Our Facebook 'object of the month' posts have proved very popular, highlighting wonders from the collection, both on display and in storage. We have also taken part in a digital heritage project on the History of Emotions, funded by the Australian Research Council. The project aims to create 3D digital reproductions of museum artefacts related to the history of emotions, and will create a photogrammetric 'resource pack' for teaching, public engagement, and emotions-related historical research. 3D scans of objects from our collection are free to view and can be enjoyed and explored through the website sketchfab.

KPIs for 2015/16

1. To increase the number of visitors to the house and garden by 10%. House: 20,662 (target: 20,350); Total including garden: 32,641 (target: 28,600).
2. The House achieved a very high overall visitor satisfaction rate, with 100% good or very good based on responses to the annual visitor survey (target >95%).

4. Financial Review

Review of financial position

Total resources expended for the year were £488,720 (2014/15: £455,583) and total income was £476,743 (2014/15: £455,627) of which the City of London Corporation contributed £361,453 (2014/15: £262,442). The reason for the large increase is largely due to increased Surveyors Repairs and Maintenance charges for additional works of £40,493 (2014/15: £0), breakdown costs £22,289 (2014/15: £7,443) and contract servicing £21,074 (2014/15: £3,896). There was also a decrease of £2,847 for Support Services costs (note 5). The fund balance of £189,001 represents the unspent balance of an unconditional bequest (including accrued interest), profit on trading income and unspent admissions income and donations (2014/15: £200,978).

Going Concern

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

Reserves Policy

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

Investment Policy

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

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

5. Plans for Future Periods

The key targets for 2016/17, which focus on increasing income and growing our audience, are:

1. To develop an alternative business/partner model for Keats House requiring significantly less subsidy from the City; deliver the implementation of programme.
2. To increase income for the House by developing our retail and private hire offers.
3. To increase the number of paying visitors to the House as an attraction, focussing on our core offer.
4. To ensure the widest demographic can enjoy and learn about poetry and Keats's story using creative interpretation and collaborative programming as a mechanism to do this.

KPIs for 2016/17

1. To increase the number of visitors to the House and garden by 3%. House: 21,282; Total including garden: 33,620.
2. To maintain our overall visitor satisfaction rate of good or very good based on responses to the annual visitor survey. Target >100%.
3. To increase income for the House by developing our retail and private hire offers. Income to increase in both areas by 10%. Shop £22,198; private hire £13,512.

6. The Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015. The financial statements consist of the following and include comparative figures for the previous year.

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the Trust.
- **Balance Sheet** setting out the assets, liabilities and funds of the Trust.

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

- **Notes to the Financial Statements** explaining the accounting policies adopted and explanations of information contained in the financial statements.

7. Statement of Trustees' Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

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

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

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

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Trustee's Annual Report (continued)

8. Adopted and signed for on behalf of the Trustee on 15 November 2016.

Adopted and signed for and on behalf of the Trustee.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee

Roger A.H. Chadwick
Deputy Chairman of Finance Committee

Guildhall
London
15 November 2015

KEATS HOUSE

Trustee's Annual Report and Financial Statements

Independent Auditor's Report to the Trustees of Keats House

We have audited the financial statements of Keats House for the year ended 31 March 2016 which are set out on pages 13 to 24. The financial reporting framework that has been applied in their preparation is applicable law and Section 1A "Small Entities" of FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

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

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Matters on which we are required to report by exception

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

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

Date 15 November 2016
Moore Stephens LLP
Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

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

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Statement of Financial Activities
For the year ended 31 March 2016

	Notes	2015/16	2015/16	2015/16	2014/15
		Unrestricted Funds £	Restricted Funds £	Total Funds £	Total Funds £
Income and endowments from:	3				
Donations and Legacies		377,938		377,938	362,633
Income from Investments		30		30	44
Income from charitable activities		98,775		98,775	92,950
Total income and endowments		476,743		476,743	455,627
Expenditure on:	4				
Expenditure on Raising Funds		3,479		3,479	9,909
Expenditure on Charitable activities		485,241		485,241	445,674
Total expenditure		488,720		488,720	455,583
Net income/(expenditure)		(11,977)		(11,977)	44
Net movement in funds		(11,977)		(11,977)	44
Reconciliation of funds					
Funds brought forward	11	100,978	100,000	200,978	200,934
Funds carried forward		89,001	100,000	189,001	200,978

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

All incoming resources and resources expended derive from continuing activities.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Balance Sheet
as at 31 March 2016

	Notes	2016 £	2015 £
Heritage assets	7	100,000	100,000
Current assets			
Stock	8	22,926	11,081
Debtors	9	11,290	24,645
Cash at Bank and in Hand		92,351	119,286
		226,567	255,012
Liabilities:			
Creditors:			
Amounts falling due within one year	10	(37,566)	(54,034)
Net Assets		189,001	200,978
The funds of the charity:	11		
Unrestricted funds		89,001	100,978
Restricted funds		100,000	100,000
Total charity funds		189,001	200,978

The notes on pages 15 to 24 form part of these financial statements.

Approved and signed for and on behalf of the Trustees.

Dr Peter Kane
Chamberlain of London
15 November 2016

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Notes to the Financial Statements

1. Accounting Policies

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

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

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared for the first time in accordance with the new *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)* effective from 1 January 2015 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011. Section 1A of FRS 102 is applicable for accounting periods beginning on or after 1 January 2016, but may be applied early to periods beginning on or after 1 January 2015, if such entities qualify as 'small entities'. Keats House has taken the option to apply the standard early in the preparation of these financial statements.

(b) ***Going Concern***

The Trust is considered a going concern for the foreseeable future as net expenditure is met by the City of London Corporation through its City Fund. The City of London Corporation is committed to the ongoing support of the services and activities provided by the Trust.

(c) ***Cash Flow Statement***

The Trust has taken advantage of the exemption in FRS102 from the requirement to produce a statement of cash flows on the grounds that it is a small entity.

(d) ***Income Recognition***

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

(e) ***Expenditure Recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(f) ***Heritage Assets***

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

KEATS HOUSE
Trustee's Annual Report and Financial Statements

Notes to the Financial Statements for the year ended 31 March 2016
(continued)

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

In accordance with the Trust Deed two buildings and the land were transferred at no cost to the ownership of the Trust on 1st January 1997. The buildings comprise the Grade 1 listed Keats House itself valued at £1,737,496 (for insurance purposes) and a 1930s building called the Heath Library valued at £1,086,300 (for insurance purposes). This latter building is now used by cultural and community groups, primarily the Keats Community Library Phoenix Group, with one room set aside to be used in compliance with the objectives of the Keats House Charity.

(g) ***Other Tangible Fixed Assets***

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

(h) ***Stocks***

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

(i) ***Pension Costs***

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £482.6m as at 31 March 2016 (£498.2m as at 31 March 2015). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in note 6 and any employer's pension contributions within support services costs as disclosed at note 5. Following the statutory triennial valuation of the pension fund as at 31st March 2013, completed by independent consulting actuaries, an employer's contribution rate of 17.5% has been applied for 2014/15, 2015/16 and 2016/17. An updated triennial valuation is being undertaken as of 31 March 2016 which will inform consideration of the employer's contribution rate to be adopted from 2017/18. There are no outstanding or pre-paid contributions at the balance sheet date.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

(j) ***Fund Accounting***

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

2. Tax Status of the Charity

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

3. Income

Income is derived from the following activities:

	2015/16 Unrestricted Funds £	2014/15 Total Funds £
Income and endowments from: Donations and Legacies		
City of London Corporation funding	361,453	262,442
Contributions/grants	6,824	99,640
Donations	9,661	551
Total Donations and Legacies	377,938	362,633
Income from Investments	30	44
Income from charitable activities		
Sales of souvenirs and books	20,180	18,130
Admission charges	31,209	30,344
Charges for services	47,386	44,476
Total income from charitable activities	98,775	92,950
Total income and endowments	476,743	455,627

Contributions/grants

Grants for 2015/16 related to Keats Foundation £4,900, Arts Council England £1,000 and Museum of London £924. The lower income in 2015/16 was largely due to the receipt of a large one-off grant during 2014/15 from Arts Council England of £86,000.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

Donations

The total amount received of £9,661 comprises sums deposited in the two collections boxes and other unsolicited sums received. (2014/15: £551). The increase is largely due to two donations to Keats House for events from Richard Horley Lighting of £6,786 for picture lighting and Deelishus Catering of £1,521 for catering.

Sale of Souvenirs and Books

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

Charges for Services

Charges for services are comprised as follows:

	2015/16 £	2014/15 £
Keats Community Library	23,516	23,516
Private Hire of Keats House	12,284	11,896
Public Events	10,348	8,395
Filming	98	13
Photography Charges	1,103	656
Other income	37	-
Total	47,386	44,476

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

4. Expenditure

Expenditure is analysed as follows:

	Activities undertaken directly £	Support costs £	Total 2015/16 £	Total 2014/15 £
Expenditure on:				
Raising funds	3,479	-	3,479	9,909
Charitable activities	457,830	27,411	485,241	445,674
Total	461,309	27,411	488,720	455,583

Expenditure on raising funds relates mainly to the purchase of stock for sale.

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

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

5. Support costs

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

Support costs are analysed by activity as follows:

Support costs	Charitable activities £	2015/16 Total £	2014/15 Total £
Chamberlain	18,861	18,861	21,259
Comptroller and City Solicitor	849	849	1,513
Town Clerks	7,701	7,701	7,486
Total	27,411	27,411	30,258

Chamberlain Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.

Comptroller and City Solicitor Property, litigation, contracts, public law and administration of commercial rents and corporation records.

Town Clerks Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.

6. Staff numbers and costs

Trustees are unpaid and do not receive any out of pocket expenses. Officers employed by the City of London Corporation work on a number of the City of London's activities. The cost of these staff is charged to Keats House and other City of London activities on the basis described in note 5 above. The whole time equivalent number of staff charged directly to Keats House is 5.0 (2014/15: 5.4). There were no members of staff charged wholly to the Trust whose remuneration exceeded £60,000 (2014/15: Nil). There was one member of staff charged partly to the Trust whose total remuneration exceeded £60,000 (2014/15: Nil). Staff were charged wholly to the charity whose remuneration fell in the following bands:

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

Employees who earn less than £60,000 per annum						
	No. of employees	Band	Gross Pay	Employer's National Insurance	Employer's Pension Contribution	Total
		£	£	£	£	£
Charitable activities	5.0	< 60,000	168,811	11,982	30,199	210,992

7. Heritage Assets

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

At 31 March 2016 the net book value of heritage assets relating to direct charitable purposes amounts to £100,000 (31 March 2015 £100,000) as set out below.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

	2012	2013	2014	2015	2016
	£	£	£	£	£
<u>Cost</u>					
At 1 April	100,000	100,000	100,000	100,000	100,000
Additions	-	-	-	-	-
At 31 March	100,000	100,000	100,000	100,000	100,000
<u>Depreciation</u>					
At 1 April	-	-	-	-	-
Charge for year	-	-	-	-	-
At 31 March	-	-	-	-	-
<u>Net book value</u>					
At 31 March	100,000	100,000	100,000	100,000	100,000
At 31 March	100,000	100,000	100,000	100,000	100,000

8. Stock

The value of stock at 31 March 2016 was £22,926 (2014: £11,081) and is constructed of: Souvenirs (£15,417) and Books (£7,509).

9. Debtors

Debtors consist of :-

	2016	2015
	£	£
Other Debtors	2,367	3,317
Payments in Advance	2,532	2,250
Value Added Tax	996	7,122
Sundry Debtors	5,395	11,956
Total	11,290	24,645

The main reason for the decrease in Sundry Debtors is due to a one-off listed debtor put through in 2014/15 for the Arts Council England of £9,048. The reason for the decrease in VAT debtors is due to a transfer of VAT balances at the end of 2014/15.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

10. Creditors

Creditors consist of :-

	2016	2015
	£	£
Sundry Creditors	(8,963)	(42,290)
Other Creditors	(28,603)	(11,744)
Total	(37,566)	(54,034)

The main reason for the decrease in Sundry Creditors was due to a large number of accruals that were put through in 2014/15 including utility accruals of £23,000 and a listed creditor for audio visual equipment to Kingdom London of £19,300. Sundry creditors in 2015/16 were largely due to consultants fees owing to Tourism and Enterprise Management (£4,000) and various utility and cleaning bills (£3,959). The increase in other creditors is due to a larger number of receipted goods which were awaiting payment.

11. Summary of funds and movements during the year to 31 March 2016

	Fund Balance brought forward 1 April 2015	Income	Expenditure	Fund Balances carried forward 31 March 2016
	£	£	£	£
Unrestricted Funds				
General	96,009	476,713	(488,720)	84,002
Designated funds				
- Acquisition and Collection Care Reserve	3,644	22	-	3,666
- Development of Service Reserve	1,325	8	-	1,333
Restricted Funds				
Keats Love Letter	100,000	-	-	100,000
Total Funds	200,978	476,743	(488,720)	189,001

- i. *Unrestricted general fund* - The purpose of this fund is to further the objectives of the charity. The City of London Corporation continues to deficit fund the charity.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

- ii. *Unrestricted designated funds* – The two designated funds were established in July 2002 following a bequest of £25,000 from the executors of Dr Benno Pollak's estate. The gift was unconditional and applied to further the objects of the charity. Two interest earning reserves were established with the only transactions on these unrestricted, but designated, reserves being interest on cash balances.
- iii. *Restricted Fund* - The purpose of this fund is to safeguard the Keats Love Letter, allowing the public access to this cultural asset.

12. Contingent Liabilities

No contingent liabilities have been identified.

13. Related Parties

The City of London Corporation provides management, surveying and administrative services for the Trust. The costs incurred by the City of London Corporation in providing these services are charged to the Trust. The cost of these services is set out in the Statement of Financial Activities under 'Resources expended' and an explanation of these services is set out in notes 4 and 5 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable Trusts. These Trusts do not undertake transactions with Keats House.

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

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

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

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

In this way, as a matter of policy and procedure, the City of London Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members' and officers' interests, which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

KEATS HOUSE
Trustee's Annual Report and Financial Statements

**Notes to the Financial Statements for the year ended 31 March 2016
(continued)**

14. Transition to FRS 102

These financial statements for the year ended 31 March 2016 are the Charity's first financial statements that comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland'. The Charity's date of transition to FRS 102 is 1 April 2014. The Charity's last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The following table shows that there was no difference between income and expenditure presented under the previous UK GAAP and the newly presented amounts under FRS 102 for the reporting period ended 31 March 2015 (ie comparative information). The table also shows funds determined in accordance with previous UK GAAP at both 1 April 2014 (the date of transition to FRS 102 – nil change) and 31 March 2015 (nil change).

There have been no changes in accounting policies made on first-time adoption of FRS 102.

Group	Note	Fund as at 1 April 2014	Net income for the year ended 31 March 2015	Funds as at 31 March 2015
		£	£	£
As previously stated under UK former GAAP		200,934	44	200,978
No changes		-	-	-
As stated in accordance with FRS 102		200,934	44	200,978

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Committee(s)	Dated:
Culture, Heritage and Libraries Finance – For Information Policy and Resources – For Information	05/12/2016 13/12/2016 15/12/2016
Subject: Great Fire 350: Monitoring and Evaluation	Public
Report of: David Pearson, Director of Culture, Heritage & Libraries	For Information
Report author: Nick Bodger, Head of Cultural and Visitor Development	

Summary

In April 2015, the City Corporation approved sponsorship of £300,000 for one of the country's leading creative companies – Artichoke – to develop a series of high-profile spectacles to commemorate the 350th anniversary of the Great Fire of London.

This report covers the key findings of a monitoring and evaluation report by The Audience Agency, commissioned by Artichoke and the City of London Corporation, and should be read in context with the report submitted to the October meeting of the Culture, Heritage and Libraries Committee “Great Fire350: top line findings” on which it builds, revising previously estimated figures. Both reports consider the Artichoke elements of the wider Great Fire programme.

The results of these reports show that, in all areas where it has been possible to measure impact, Artichoke has exceeded the expectations of our funding objectives, delivering a moment when the City shone, generating significant economic and international PR benefit for the City and City Corporation, positively changing perceptions of the City as a place to be and engaging new audiences across events, education and training. In the current political environment, the programme has also helped to demonstrate and support the Mayor of London's message to the world that London is open.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. The Great Fire of London, which devastated the City in September 1666 and led to its almost total reconstruction, is one of the most well-known events in the City's history. It is on the National Curriculum at Key Stage (KS) 1, (5- to 7-year-olds) providing a critical way of engaging children with London's history and drives significant visitor footfall to the City. 2016 marks its 350th anniversary.
2. In April 2015, your Finance, Policy & Resources, and Culture, Heritage and Libraries Committees approved a sponsorship package of £300,000 for one of the country's leading creative companies – Artichoke – to develop a series of high-profile spectacles to commemorate the anniversary amid a longer and more wide-ranging umbrella programme of activities delivered by City

stakeholders. Under the terms of the agreement, the City Corporation was to be credited as Founding Sponsor. The Artichoke events ran from 30 August to 4 September 2016.

3. In addition to this activity and as part of our agreement, Artichoke provided a framework for the participation and promotion of 26 City providers delivering 68 events commemorating the anniversary.

Current Position

4. In response to the above, your Culture, Heritage and Libraries department, working with Artichoke, compiled a headline report about funding, footfall, PR and audience reach for Artichoke elements of the programme which was submitted to the October meeting of the Culture, Heritage and Libraries Committee.
5. Building on this and commissioned by both parties, a monitoring and evaluation report by The Audience Agency was also commissioned. The report examines audience profile and experience, their perceptions of the City in light of the events and the economic activity and impact generated by them. The key findings pages of this extensive report are attached in appendix 1, with the full report available on the City Corporation tourism intelligence website pages.
6. In relation to both reports, headlines include:
 - a. A total footfall of c. 90,000 to the Artichoke events, with the most prominent age group being the 25-34 year-old bracket (an untypical but target audience for City culture);
 - b. Of the total audience figure, 86% being from the UK with 79% from London, supporting the City Corporation's commitment to engage all Londoners in its cultural offer.
 - c. 96% of audiences agreeing that this event was good for the City's image with over a third (38%) of e-survey respondents saying their experience had positively changed their perception of the City a lot or to some extent;
 - d. Economic activity generated by the event estimated at £7.2m with an overall economic impact in the City of £2.5m;
 - e. Just under the £3m sponsorship target being achieved by Artichoke in support of the events, with £2.9m raised from 72 funders; this represents c. £9 raised for every £1 of City Corporation investment;
 - f. London & Partners secured as the lead Media Partner and a website featuring all partners' content hosted on visitlondon.com/greatfire350 attracting 200,000 visitors and 881,000 page views;
 - g. 100,000 copies of a brochure detailing all partner events achieving a final pick up rate of 92% as calculated by London Calling (75% is regarded as a successful campaign);
 - h. Event Twitter feeds achieving a total reach of just under 91m, while the accompanying Facebook campaign achieved a 3.7m reach;
 - i. 6.7m views achieved across all platforms for the burning on the Thames event (includes live streams) and just under 10m views achieved for a film of the Saturday's *Dominoes* event hosted on *Time Out's* website;

- j. Over 1000 engagements with schoolchildren and young people through primary schools workshops, pre-engagement training sessions with local youth groups and employment centres, and design cutting and construction workshops;
- k. Two Construction Skills Certification Scheme trainees offered a job and nine directly connected with prospective employers as a result of the events, with five Trainee Assistant Producer placements undertaken and 356 volunteering opportunities;
- l. Significant international PR including 415 items of coverage, of which 55 were national articles and picture stories, 39 broadcast pieces, 66 London centric stories, 25 appearing in key arts titles, and 152 in the international press; together, these generated an international reach of 101.8m with an estimated AVE of £2.2m (AVE is a standard industry measurement used to estimate the equivalent advertising value of coverage generated and refers to the cost of buying the space taken up by a particular article, had the article been an advertisement).

Corporate & Strategic Implications

- 7. As per the funding bid report received by your Committees in spring 2015, the City Corporation's funding of this event sought to:
 - a. meet the groundswell of expectation from local, London and national stakeholders for the City to mark the event and provide a framework through which they can contribute to a shared programme of activity;
 - b. ensure ownership of the Great Fire (our biggest cultural export)
 - c. provide a significant opportunity for the City Corporation to demonstrate its contribution to London as a world city on a global scale;
 - d. deliver significant economic benefits for local and London businesses;
 - e. provide an opportunity for the City's cultural providers to work together on a shared theme in a major way, delivering a legacy of networks across exponents, funders, retail and other businesses;
 - f. align with the City Corporation's own visitor, cultural and education objectives as stated in its related strategies; and
 - g. deliver legacy benefits that include:
 - i. reputational gain and a positive shift in perceptions about the City;
 - ii. profile for our education and related activities, driving audiences;
 - iii. skills for apprentices and on-going recognition of the City Corporation's contribution to the national curriculum;
 - iv. the furtherance of London's developing role as a "Smart City" and a leading voice for resilience matters; and
 - v. funding for our cultural activities through a legacy of networks and relationships.

Conclusion

8. As the headlines in this report demonstrate, the comparatively modest investment the City Corporation has made in this project has returned significant dividends and delivered all objectives.
9. Without doubt, the Great Fire 350 commemorations have delivered a moment when the City has shone, and – in the current political environment – supported the Mayor of London’s message to the world that London is open.
10. Economic prosperity is driven by culture, and culture is an essential ingredient for world cities like London. The two are inextricably linked. People want to be in a place where culture happens, where imaginations are unlocked, minds inspired and lives enriched. The Great Fire 350 programme has helped enhance the City’s and London’s reputation as such a place and, if momentum to put on such events continues, will have a lasting legacy with tangible rewards in the years to come.

Appendices

- Artichoke, London’s Burning Evaluation Report (key findings): the Audience Agency, November 2016

Background Papers

- Great Fire 350: top line findings; submitted to the Culture, Heritage and Libraries Committee on 24 October 2016

Nick Bodger

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London's Burning

A festival of arts and ideas

Produced by Artichoke

30th August-4th September 2016

Executive Summary - audience and
economic impact research report



Jacqui Fortnum, Consultant

Venus Lee, Research Assistant

November 2016

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Background

Introduction

London's Burning was a festival of art and ideas to commemorate the 350th anniversary of the Great Fire of London. The festival was part of Great Fire 350, a City-wide season of cultural events to mark this anniversary.

The festival was produced by leading arts charity Artichoke, and took place 30 August - 4 September 2016, inviting audiences to rediscover the City of London and adjacent areas through a series of art installations, performances and talks. The event offered an opportunity to contemplate the lasting impact the Fire had on the architecture, outlook and infrastructure of the City, including some of its most iconic buildings and landmarks, through a unique Artichoke perspective.

London's Burning received founding sponsorship from the City of London Corporation, an award from Arts Council England's Ambition for Excellence programme, further support from the Department of Culture, Media and Sport, and a raft of sponsors and funders.

To evaluate the impact of the programme Artichoke commissioned The Audience Agency to undertake audience research and economic impact assessment. This report sets out the findings of the research in terms of the audience and economic impact.

Research objectives

The overall objective of the audience research was to assess the success of *London's Burning* against the objectives for the programme, including:

- To understand who engaged with the programme - including demographic profiling
- To understand their motivations for attending and their experience - including perceptions and awareness in the context of the City of London location
- To assess the economic impact of the event programme - including attender spend

Other aspects of the project were evaluated by Artichoke and its partners. This included additional impact data collected through social media and press tracking.

Programme



Dominoes



Fire Garden



Holoscenes



Of all the People in all the World



London 1666

The elements of the *London's Burning* programme were:

- **Of all the People in all the World**, Stan's Café (Inner Temple, Tues 30th August-Sun 4th September)
- **Holoscenes**, Early Morning Opera (Broadgate, Thurs 1st-Sun 4th September)
- **Fires Ancient**, Martin Firrell (St Paul's, Thurs 1st-Sun 4th September)
- **Fires Modern**, Martin Firrell (National Theatre, Thurs 1st - Sun 4th September)
- **Fire Garden**, Carabosse (Tate Modern, Thurs 1st-Sun 4th September)
- **Dominoes**, Station House Opera (City of London, Saturday 3rd September)
- **London 1666**, designed by David Best (River Thames, Sun 4th September - on public view from Monday 29th September)
- **London's Burning Talks Programme** (30th August-4th September, various venues)

Methodology

Audience survey - Face-to-face

Feedback was collected by a team of researchers who carried out face-to-face interviews with attendees, from Friday 2nd - Sunday 4th September. Fieldwork was split between the eight events (excluding talks and tours), based on the expected footfall. Potential respondents were selected randomly from the crowd to ensure a representative sample. Only over 16's were interviewed.

Fieldwork locations:

- Of all the people in all the world - Inner Temple
- Fire Garden - Tate Modern
- Fires Ancient - St. Paul's cathedral
- Fires Modern - National Theatre
- Holocenes - Exchange Square, Broadgate
- Dominoes - 3 routes (fieldworkers collected information along each route)
- London 1666 - between Blackfriars and Waterloo
- Fire Food Market - Guildhall Yard

Audience survey - e-survey

A post event e-survey was sent out via Visit London's social media sites and to a mailing list of contacts collected specifically in connection with this event. To encourage a representative sample, a £100 M&S voucher prize draw was offered as an incentive.

Where the same question was asked in both the face-to-face and e-survey, the results have been aggregated. If a question was asked in only one survey, this is noted in the analysis of the results.

Audience numbers

Footfall figures were collected by event staff at *Of All the People in All the World*, *Holocenes*, and *London 1666*. Sales figures were used to calculate the attendee size of the Fire Food Market. The Audience Agency conducted head counts between Friday 2nd - Sunday 4th September, at *Fire Garden*, *Fires Ancient and Fires Modern*, and *Dominoes*.

Economic impact

The attender surveys and footfall counts also provided the necessary data to estimate the economic impact of the event as a whole, on the City of London. This was calculated using the Economic Impact Calculator, from the toolkit developed by the West Midlands Cultural Observatory.

Sample size and margin of error

597 responses were received over the course of the research, giving an overall margin of error of $\pm 4\%$. This margin of error will be larger for questions with smaller sample sizes and smaller where results deviate from 50%. Margins of error are given at the 95% confidence interval, and refer to the largest margin of error found within that question (i.e. the answer code with the response nearest to 50%; other answer codes will have smaller margins of error).

Weighting

443 surveys were collected face-to-face and 154 were completed via the e-survey. To ensure the results describe *London's Burning* as a whole, the face-to-face results have been weighted according to the audience size for the event at which it was conducted. The e-survey results have not been weighted.

Additional data

Additional data has been gathered to give a full picture of the impact of *London's Burning* over the period of the event, as follows:

- Partners provided retail and food and drink percentage index figures
- Website usage monitoring undertaken by Artichoke and London & Partners
- Media monitoring data undertaken by Artichoke and London & Partners
- Advertising value equivalency (AVE)
- Volunteer numbers and experience
- Education and Community Engagement

Headline figures

City of London and economic impact

- 90.5k visits were made to the *London's Burning* events and installations across the programme
- 80% of attenders were in the City specifically for *London's Burning* events
- 95% of attenders agreed that events like *London's Burning* are good for the City of London's image
- The festival generated an estimated £7.2m of economic activity, with an overall economic impact of £2.5m
- 72% of attenders said they had spent in the areas where they attended *London's Burning* events

Participant impacts

- 396 volunteers took part in the *London's Burning* programme
- 89% of volunteers gave the experience a rating of 7 or more out of 10
- Over half (54%) of the volunteers were new to Team London
- 62% of volunteers said that it gave them a sense of pride in contributing to their community
- Over 8000 hours of participation in the education and community engagement programme by primary school children and at-risk young people
- 2 young people offered direct employment

Audience profile

- 86% of attenders were from the UK; 79% of these were based in London.
- 83% of respondents identified as being from a White background; 55% White British and 28% as White other.
- 34% of attenders fell into the 25-34 age group
- Audience Spectrum segments: 39% highly engaged Metroculturals and 23% lower engaged Kaleidoscope Creativity. (Indicates that the programme attracted a broad range of cultural engagement levels)
- 87% of attenders rated the whole experience as 'Very Good' or 'Good'.
- 96% said that attendance made them want to see more things like this.

Press and media reach

- £2,201,589 Advertising Value Equivalent based on figures provided by Gorkana, Artichoke's clippings agency
- Potential media reach estimated at 101.8 million
- #LondonsBurning was the top trend on Twitter on Sunday 4 September
- 6.7 million views of London 1666 content, including the live streaming of the burn

Summary of key findings

Numbers and patterns of attendance

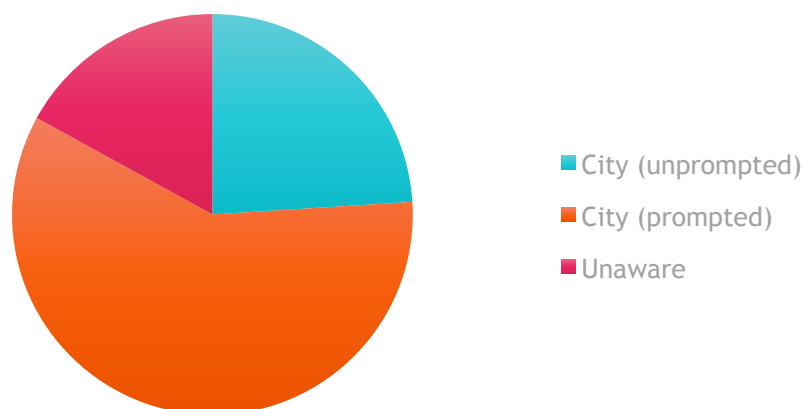
- An estimated 90,611 visits were made to the events and installations across the programme.
- *London 1666* was the most prominent event. It attracted an estimated audience of 50,000, and 68% of respondents across all events said they had seen or intended to see it.
- The overall average self-assessed dwell time of attenders was 70 minutes.

City of London awareness and impressions

- 83% of respondents knew that they were in the City of London. 23% identified the area they were in as the City unprompted.
- 80% of people at the events would not have been in the City had it not been for *London's Burning* events.
- Of visitors to London, 20% planned their trip to London specifically to attend *London's Burning* events.
- 95% of attenders said that they 'Strongly Agreed' or 'Agreed' that events like *London's Burning* are good for the City of London's image.

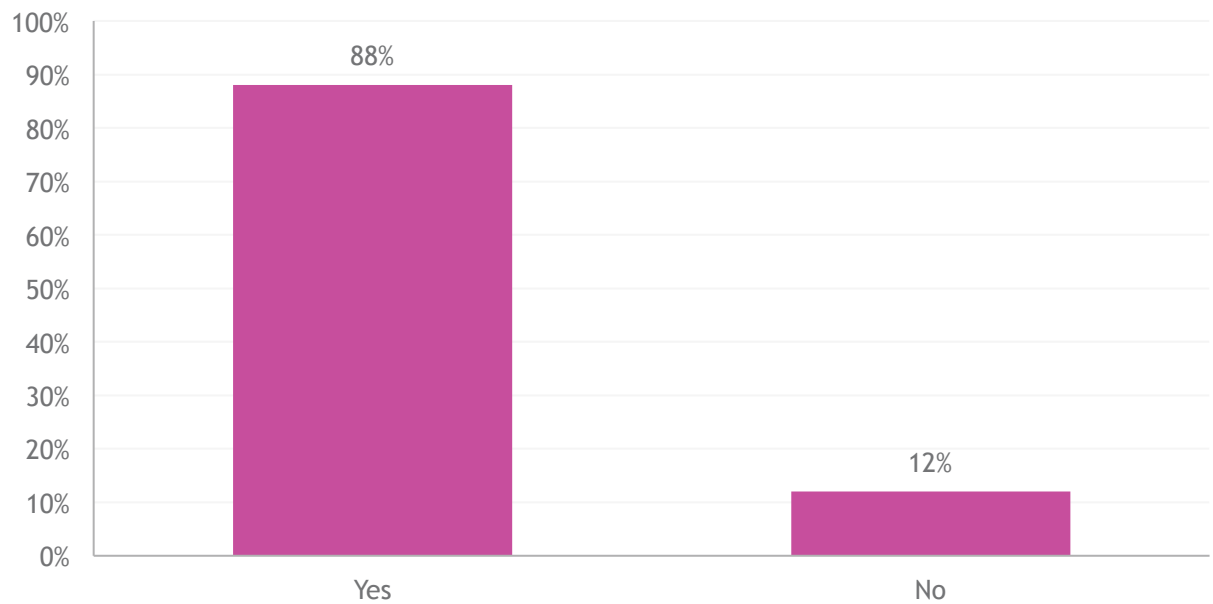
Knowledge of City of London

[Face-to-face, within City of London only] Did you know we're currently within the City of London?



Base: All respondents - 349
Margin of error: ±3%

Did you know that some/all of the events you went to took place in the City of London?

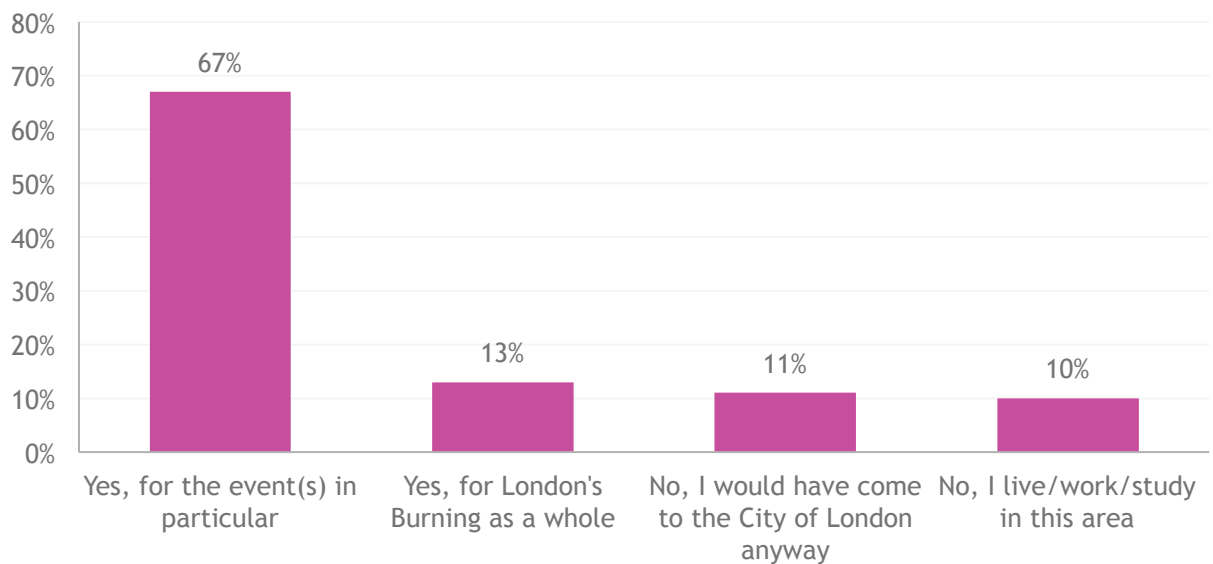


Base: All e-survey respondents - 118

Margin of error: $\pm 6\%$

Visiting the City of London

Derived from: Did you plan your trip to the City of London particularly for London's Burning?

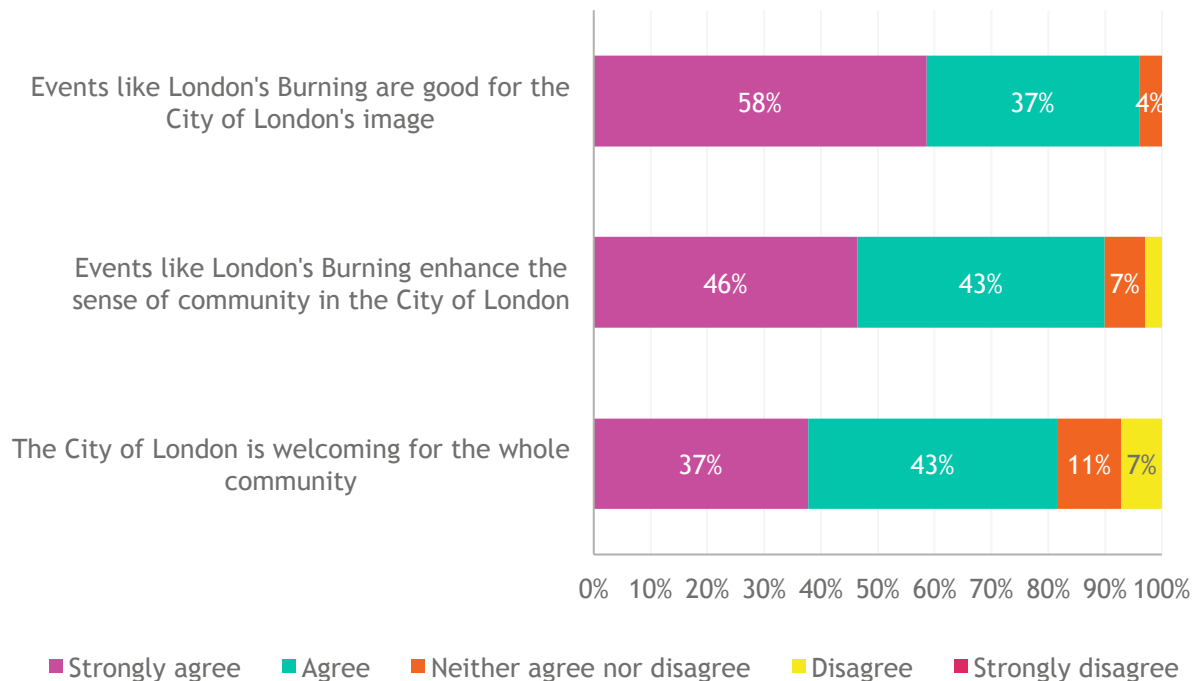


Base: All respondents - 420

Margin of error: $\pm 3\%$

Experience of the City of London

Thinking about your experience of the City of London and the events which took place, to what extent would you agree or disagree with the following statements?



Base: All respondents - 452 / 451 / 452

Margin of error: ±5% / ±5% / ±4%

Volunteer participant impact

- 396 people volunteered to participate in the programme
- 3820 volunteer hours were given to the event, including 3560 for *Dominoes*
- 89% of volunteers gave the experience a rating of 7 or more out of 10
- Over half (54%) of the volunteers were new to Team London and for almost a quarter (22%) it was their first volunteer experience.
- 62% of volunteers said that it gave them a sense of pride in contributing to their community / London.

“I feel that we helped to give great joy to the people who watched the blocks fall. It was thrilling. I am very happy to have been involved.”

“Volunteering on Dominoes was such great fun - I met new people, I saw places of London I never knew and I was part of an amazing artwork!”

Education and Community Engagement

- Over 1000 instances of engagement with schoolchildren and young people
- Over 8000 hours of participation
- 18 school workshops involving a total of 520 children
- 9 pre-engagement training sessions with 132 young people
- 40 design, cutting and construction workshops with 38 young people participating
- 4 CNC cutting workshops at Machine Room with 11 young people
- 32 young people given Construction Skills Certification Scheme training
- 2 young people offered direct employment
- 9 young people connected with prospective employers

“I am from East Africa, from quite a traditional background where men make the houses and women don’t, so working on this project I feel like I am breaking barriers. My family are really supportive and are interested in what I am doing. I can't wait to show them what I've done.”

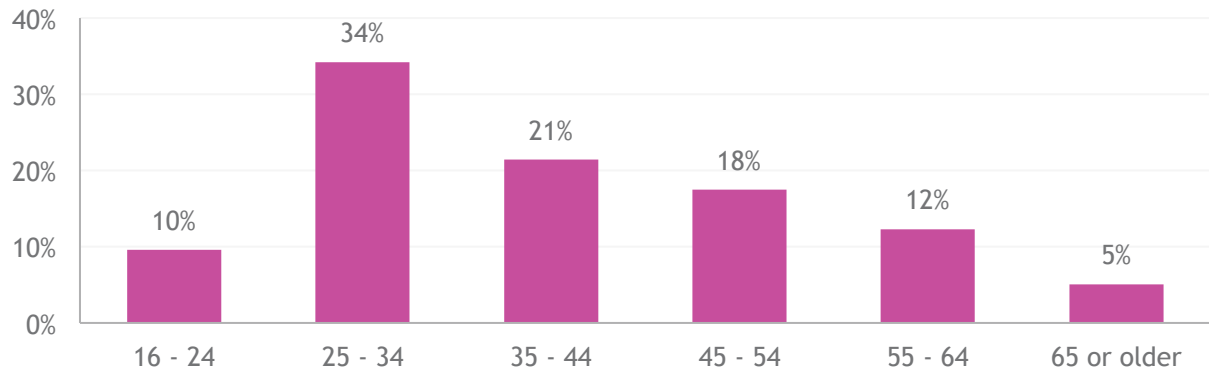
“I just wanted to say how much my class enjoyed the workshop today. Emma was fantastic and so great with the children. The children were really engaged and produced some lovely pictures”

Attender profile

- The most prominent single age group was 25-34 year olds, with over a third of respondents (34%) falling into this group.
- 83% of respondents identified as being from a White background; 55% identifying as White British and 28% as White other.
- 89% of respondents identified as having no long-term limiting disability or illness.
- The most prominent Audience Spectrum segments were the highly engaged Metroculturals (39%) and the characteristically lower engaged Kaleidoscope Creativity (23%).
- Most attenders (86%) were from the UK, and 79% of these were based in London.
- Overseas visitors accounted for 14% of respondents, with most of these being from the USA.

Age group

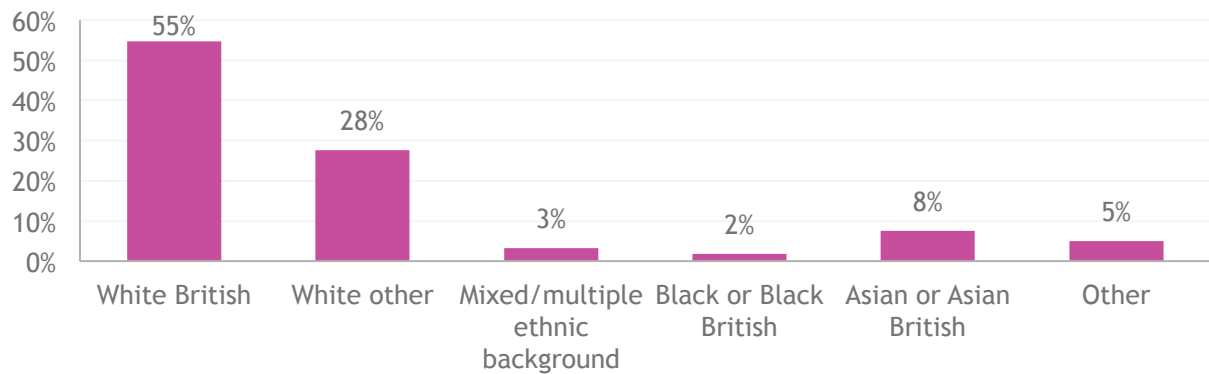
Which of the following age groups do you belong to?



Base: all respondents - 550 Margin of error: ±4%

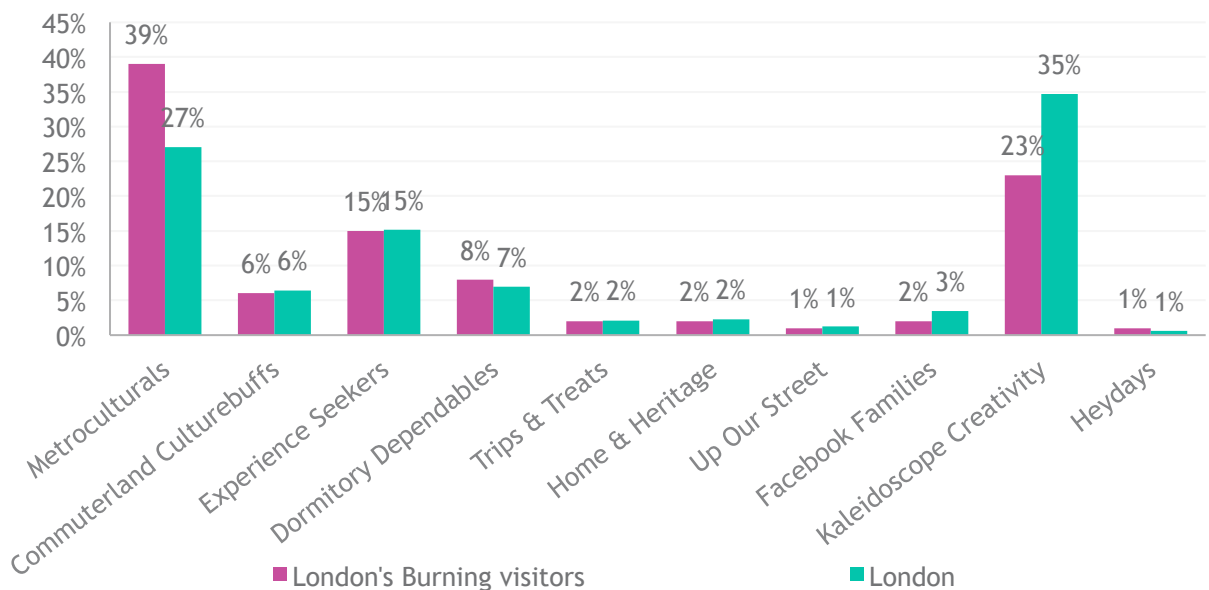
Ethnicity

What is your ethnic group?



Base: all respondents - 556 Margin of error: ±4%

Audience Spectrum profile



Base: all matched UK postcodes - 372 Margin of error: ±4%

- **Metroculturals (39%):** Highly engaged prosperous liberal urbanites. They are the most highly engaged segment, accounting for 52% of bookers in London, and often appear as the most prominent group in London audience profiles.
- **Kaleidoscope Creativity (23%):** Urban and culturally diverse they are generally characterized by low levels of engagement but, due to their prominence in the population and the greater opportunity for local engagement in London, they do appear at significant levels in London audience profiles; particularly for free, outdoor, events.



Pinpoint map - UK



Base: all valid UK postcodes - 455

[If overseas visitor] What is your country of residence?



Base: all respondents from overseas - 70

Attender experience

“I thought it was a fantastic event and would love to see ... something similar happen every year”

- Attender descriptions of their experience of *London’s Burning* were very positive. ‘Amazing’ and ‘Exciting’ were two of the most frequently used words in descriptions of the events.
- 87% of attenders rated the whole experience as ‘Very Good’ or ‘Good’
- Almost all (96%) ‘Strongly Agreed’ or ‘Agreed’ that attendance made them want to see more things like this.

Describing the event

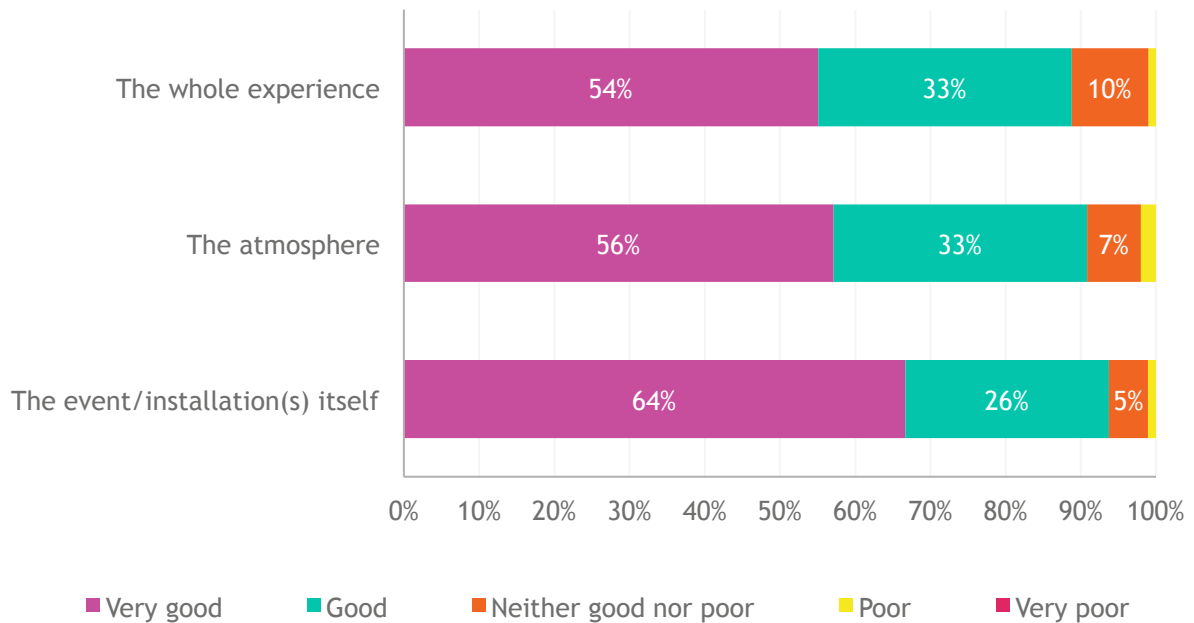
What three words would you use to describe your experience of *London’s Burning*?



Base: All respondents - 59

Rating the event

How would you rate the following?

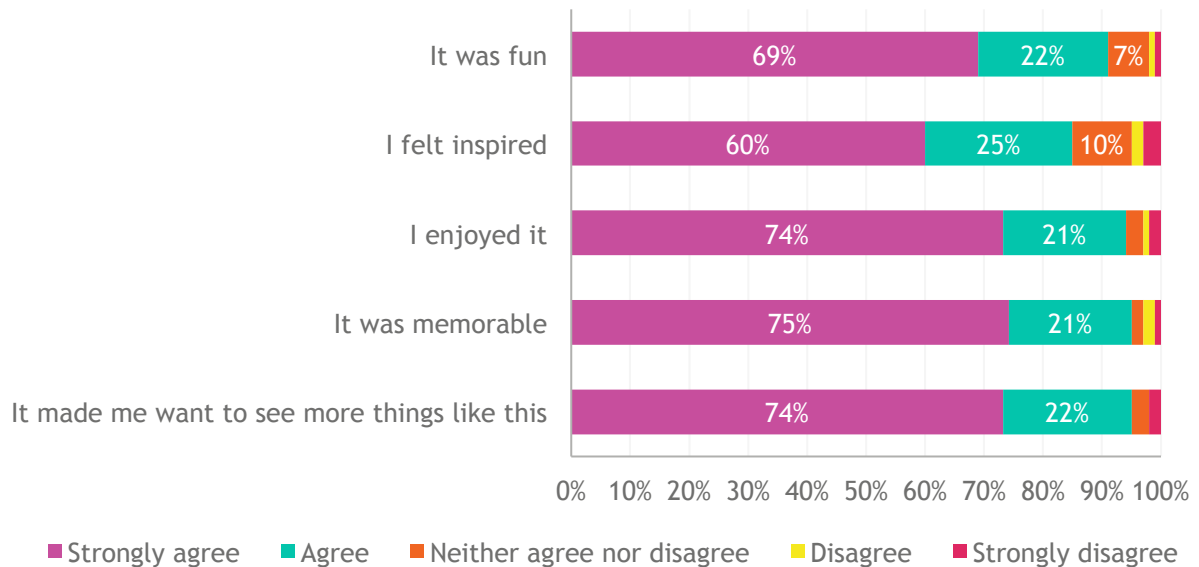


Base: All respondents - 558 / 558 / 557

Margin of error: ±4% / ±4% / ±4%

Attender experience

Thinking about the event where you spent most of your time. To what extent would you agree or disagree with the following statements?



Base: All e-survey respondents - 117 / 115 / 117 / 117 / 117

Margin of error: ±8% / ±9% / ±8% / ±8% / ±8%

Economic impact

The economic impact assessment refers to impact within the City of London as a discrete geographic area.

- The evidence suggests that *London's Burning* generated around £7.2m of economic activity, with an overall economic impact of £2.5m.
- 72% of attenders said they had spent in the areas where they attended *London's Burning* events. This included spend on local travel and accommodation, food, drink and shopping.
- The average spend was £15 per person overall.

Output - economic

Output	
Total number of participants/attendees	83,685
Total number of visits* generated by event(s) ¹	57,524
Visits generated by event(s) which involved visitors staying in paid accommodation	892
Total participant/attendee spend generated	£4,368,044
Total spend by delivery organisation(s)	£2,892,198
Total economic activity	£7,260,242
Additional attributable spend by participants/attendees ²	£2,117,697
Additional attributable spend by delivery organisation(s) ³	-£96,516
Total economic impact (before multiplier)	£2,021,181
Total economic impact (after multiplier)⁴	£2,526,476

Output - jobs

Output	
Number of volunteers that worked on the project	620
In kind contribution made by volunteers	£300.00
Number of full-time jobs created	8
Number of part-time jobs created	2
Number of full-time jobs created for local people that live within the City of London	8
Number of part-time jobs created for local people that live within the City of London	1

Total spent overall

	Total	On local travel	On accommodation	On food, drink, shopping etc.	On other purchases
Mean	£37	£4	£81	£21	£2
Median	£15	£0	£70	£10	£0
Mode	£0	£0	£0	£0	£0
<i>Total</i>	<i>596</i>	<i>596</i>	<i>596</i>	<i>596</i>	<i>596</i>

Marketing and PR

Advertising Value Equivalent

- £2,201,589 AVE based on figures provided by Gorkana, Artichoke's clippings agency

Press and media reach

- Over 400 pieces of coverage
- Potential media reach estimated at 101.8 million
- 55 National articles and picture stories
- 39 Broadcast pieces
- 66 London-centric stories
- 224 International Print and online pieces

Digital impact

London's Burning

- 340k visits from 240k users to visitlondon.com/greatfire350 and 881k page views
- 91m Twitter reach (#greatfire350 and #londonsburning)
- 3.74m Facebook reach for *London's Burning*

London 1666 films and live stream

- 6.7 million views of *London 1666* content, including the live streaming of the burn
- #LondonsBurning was the top trend on Twitter on Sunday 4 September

Marketing reach

- 65,000 *London's Burning / Great Fire* 350 brochures were produced
- 20,000 online brochures and 6,000 online *Dominoes* route maps downloaded
- The festival appeared on branded sleeves covering 20 map stations across the City of London
- Site-specific signage for installations across the City of London and at other relevant locations.

Contacts

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Committee(s)	Dated:
Culture, Heritage and Libraries	5/12/2016
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: David Pearson, Director of Culture, Heritage and Libraries	For Decision
Report author: Alex Hugo, Culture, Heritage and Libraries Department	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 10 November 2016. At this meeting, the CAI considered the following proposal:

1. **Blackfriars Bridge Foreshore - hoarding commission *Air-Map***: a proposal by Bridget Sawyers of Tideway as part of the Blackfriars Bridge Foreshore project, developed via community engagement with pupils from City of London School to animate the building site hoardings.

Recommendation(s)

Members are asked to:

- Ratify the City Arts Initiative's recommendations in relation to the above proposal as follows:
Blackfriars Bridge Foreshore - hoarding commission *Air-Map*: approve subject to credits appearing in pavement sections only, consultation with TfL being undertaken and acknowledgement of the City of London School being clearly shown.

Main Report

Background

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. Your Committee appointed your Chairman, Deputy Chairman and Barbara Newman to sit on the City Arts Initiative Group in the 2015/16 Committee year.
3. Apart from officer time handling enquiries and looking after the installations, there are no resource implications other than where specifically noted.

Current Position

4. The City Arts Initiative met on 10 November 2016 to consider the proposal outlined below.
5. Full details of the all applications to the City Arts Initiative are available on request from the Director of Culture, Heritage & Libraries.

Proposals

Blackfriars Bridge Foreshore - hoarding commission *Air-Map*

6. The CAI received a proposal from Bridget Sawyers of Tideway for a temporary artwork to animate building site hoardings along the Blackfriars Bridge Foreshore. This is part of a changing programme of artwork on these hoardings and will replace the current design from February 2017 for a period of around two years.
7. The artwork has been developed by artist Joy Gerrard. It builds on an earlier commission, produced in collaboration with twenty-four year 9 students (13-14yr olds) at City of London School over several weeks in the summer term of 2016 that resulted in artwork for a hoarding at Blackfriars as part of Thames Tideway Tunnel's enabling works (to the east of Blackfriars Bridge).
8. This new design takes the initial themes of the first artwork – mapping and engineering in relation to concepts of flow and the engineering going on beneath the surface of the River Thames – to produce a more complex sequence of images.
9. Working with diagonal lines, distinct sections along the hoarding are demarcated with a background palette of pastel colours to encourage the eye to flow and move along the length of the artwork. Within these sections circular forms of various scales show graphic elements and photographs. The graphic elements respond to the idea of mapping, using geometric shapes, line and form to suggest the movement and flow in an urban setting. The photographs reveal sequential experiments, produced in the workshop and studio, of coloured water flooding into tanks constructed by the artist to explore the control of water.
10. The CAI discussed the fact that the hoarding was directly abutting the road with no pavement space. It was therefore agreed that the applicant should put any information such as credits in section A (where there is pavement) to avoid pedestrians trying to stand in the roadway to read them.
11. The CAI also highlighted the need for consultation with TfL given the road is theirs and because of the potential that the hoarding may be distracting for drivers.
12. Overall, the panel was supportive of the design with the caveat that the acknowledgement of the City of London School be clearly shown.

13. The CAI therefore recommends that this proposal be approved with the stipulation that the credits appear in pavement sections only, consultation with TfL is undertaken and acknowledgement of the City of London School is clearly shown.

Corporate & Strategic Implications

14. The City Arts Initiative was formed to support the City's management of public art which supports the delivery of the City's Cultural and Visitor Strategies.

Conclusion

15. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art application considered on 10 November 2016.

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Director of Culture, Heritage & Libraries.

Alex Hugo

City Culture Executive

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Committees:	Dates:
Culture, Heritage and Libraries Committee Streets and Walkways Sub-Committee Projects Sub-Committee Resource Allocation Sub Committee	05/12/2016 06/12/2016 14/12/2016 15/12/2016
Subject: Eastern City Cluster - Public Art (Year 6 & 7-9) Gateway 6 - Update Report	Public
Report of: Director of the Built Environment	For Decision
<u>Summary</u>	
<u>Dashboard</u>	
<ul style="list-style-type: none"> • Project Status - Green • Total Estimated Cost for Year 6 - £422,962 • Overall project risk - Green 	
<p>The purpose of this report is to update Members on Year 6 of the <i>Sculpture in the City</i> project delivered in 2016; advise on preparations for Year 7 (2017); and review the funding approval for the delivery of Years 8 and 9 of the project, which will be implemented in 2018 and 2019.</p>	
<p>The <i>Sculpture in the City</i> project, now entering its seventh consecutive year, has been developed as part of a long-term vision to enhance the public realm and forms part of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategy areas. It is aligned with objectives in the City's Cultural Strategy 2012-17, Visitor Strategy 2013-17 and the Community Strategy. The project's Partner Board brings together some of the leading names in property development and insurance in the City of London because these organisations recognise the multiple benefits the project brings towards making the City globally attractive.</p>	
<p><i>Sculpture in the City</i> sees contemporary sculpture by world renowned artists installed temporarily as part of a rolling programme which has grown year on year. This year's exhibition, Year 6, saw a greater number of artists and locations; 17 artworks in 20 locations, which has resulted in the project growing into what is now a 12 month activity.</p>	
<p>Education and learning for young people and adults is a fundamental part of the project, which has significant potential to grow in future years. Year 6 of the project included 36 on-site workshops and involved 220 children.</p>	
<p>The project is funded through external local partners and a contribution from the City of London. In addition, both national and international art galleries loan the sculptures, covering transport and part of the installation costs. The total cost for the delivery of last year's project was £422,962 (see Appendix 2 for more details), which delivered an estimated artwork value of £7,533 million on public display.</p>	

Due to the success of the project, the Partner Board have committed to funding the project over the next 3 years (2017-19) to at least the same amount per annum raised in Year 6 (£302,962). In February 2016, Members of Culture, Heritage and Libraries Committee and Streets and Walkways Sub and Projects Sub Committees approved a City contribution of £120k per annum over the same period, matching the City's funding level from 2016. The City's contribution comes from the s106 *Local Community Environmental Improvement Works* allocation of the Pinnacle development at 22 Bishopsgate. The developer of the site, *22 Bishopsgate* (Lipton Rogers), has agreed that this funding source can be used for years 2017-19 of *Sculpture in the City*. This City contribution now needs approval from Resource Allocation Sub-Committee.

In February 2016, the idea of a charitable trust being responsible for the running of the project was reported to Members. However, due to the success of Year 6 and the significant and positive publicity gained for the City, coupled with the increased risk, administration and cost of transferring management of the project to a charitable trust in more uncertain economic conditions than were expected at the time of the last report, the Partner Board is of the unanimous view that the City continue to manage the project over the next 3 years.

Recommendations:

Members of all relevant Committees:

- i. Note the contents of this update report.
- ii. Agree to retain the project in-house for the next three years
- iii. Agree that any underspend from previous years is transferred to future years of the project
- iv. Approve the appointment and/or procurement of all services associated with the delivery of the project for years 2017-19 in accordance with Section 5 of this report.
- v. Delegate authority to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works (and between Years 7-9), providing the overall budget is not exceeded.

Members of Resource Allocation Sub Committee:

- vi. Approve a contribution of £360k from the S106 obligation connected with the Pinnacle development at 22 Bishopsgate towards the implementation of the next 3 years of the project.

Main Report

<p>1. Reporting period</p>	<p>February 2016 – December 2016</p>
<p>2. Progress to date</p>	<p><u>Year 6 (2016)</u></p> <p>The sixth year of the project, launched in June 2016, was regarded as the most successful year and features 17 sculptures by globally established artists including Anthony Caro, Matt Collishaw, Giuseppe Penone, Sarah Lucas and Jaume Plensa. In 2016, the project included the largest quantity of pieces to date and some of the most ambitious installations so far. The project achieved greater public impact by installing artwork in new areas, and extending the zone towards Fenchurch Street.</p> <p>The project is funded primarily through financial and in-kind support from external partners with an additional pump priming contribution from the City of London. Last year funding partners were 22 Bishopsgate, JSRE Ltd, Aviva, Aon, British Land, Brookfield, Hiscox, TH Real Estate, Tower 42, Willis and WR Berkley, along with four project patrons, 6 Bevis Marks, Leadenhall Market, MTEC Warehousing, Price & Myers.</p> <p>In addition to the art installations, 36 on-site school workshops were organised by <i>Open-City London</i>, offering interactive activities to 220 children from 9 school classes within the City and adjacent boroughs. Also, community events were organised as part of the Archikids Family Festival (July 2016) and the London Open-House weekend (September 2016) during which free tours were offered to visitors. These events generated a lot of interest, with approximately 450 and 300 children and adults participating in the respective events.</p> <p>Feedback from Members, project partners, local stakeholders, schools and volunteers has again been very positive for a project that has now become a key part of the City’s extended cultural output. Year 6 also received extensive local and international media coverage featuring in more than 40 arts, cultural and business focused articles and received over 1000 media mentions with a potential reach of 5 million people all over the world. Sources for 2016 included the London Evening Standard, BBC Radio, ITV News London, The Guardian, Vanity Fair, the New York Times and Art Daily. Furthermore, new international artists and galleries have submitted their artworks for Year 7, showing the exposure achieved during Year 6 has led to greater interest.</p> <p>This year also saw the creation of a partnership with <i>Smartify</i>, a mobile application, allowing the audience to easily access a range of multi-media information about the artworks and artists from any device. Using advanced image recognition and augmented reality technology, <i>Sculpture in the City</i> visitors can simply scan the sculptures, and will immediately have access to engaging commentary, videos, and articles. Because this ‘app’ enables users to access both auditory and visual information, the experience of the artworks are more inclusive and accessible than ever. <i>Smartify</i> has provided an exciting new way for users to interact with the artworks. Responding to societal needs for digital and easily accessible information, the ‘app’ ensures that multi-media content relating the scanned artwork is immediately available, relevant and up-to-date.</p>

Year 7 (2017)

For Year 7 it is proposed to build on the success of previous years by installing a similar number of artworks (16-17 pieces) and delivering even more school workshops & community events than in Year 6. This year, it is also proposed to improve the project's on-line presence, including an interactive learning resource for students at Key Stage Three (i.e. ages 11-14).

Due to the success of the project, the Partner Board have committed to funding the project over the next 3 years (2017-19) to at least the same amount per annum raised in Year 6 (£302,962). In February 2016, Members of Culture, Heritage and Libraries Committee and Streets and Walkways Sub and Projects Sub Committees approved a City contribution of £120k per annum over the same period, matching the City's funding level from 2016. The City's contribution comes from the s106 *Local Community Environmental Improvement Works* allocation of the Pinnacle development at 22 Bishopsgate. The developer of the site, *22 Bishopsgate* (Lipton Rogers), has agreed that this funding source can be used for years 2017-19 of *Sculpture in the City*. This City contribution now needs approval from Resource Allocation Sub-Committee.

In February 2016, the idea of a charitable trust being responsible for the running of the project was reported to Members. However, due to the success of Year 6 and the significant and positive publicity gained for the City, coupled with the increased risk of transferring management of the project to a charitable trust in more uncertain economic conditions than were expected at the time of the last report, the Partner Board is of the unanimous view that the City continue to manage the project over the next 3 years. In addition, the establishment and operation of a separate charitable trust would involve time and cost, involving unnecessary expenditure.

The project's Partner Board, comprising senior representatives from the project partner companies and the City of London, continues to serve as a successful mechanism for establishing project goals, selection of artwork, promoting partnerships with local stakeholders and sourcing additional funding partners, and making recommendations on expenditure as required by the 106 agreement.

An Art Advisory Board has been established for the past two years to preview and comment on all the proposed artworks. This board includes established individuals from the art world in London and reinforces the credibility of the project and the artistic merit of the selection process. Over 100 pieces have been submitted for Year 7. From these pieces will form a shortlist that will be presented to the City Arts Initiative Panel and Culture, Heritage and Libraries Committee in early 2017.

	<p>The key dates for Year 7 (2017) of the project are as follows:</p> <table border="1" data-bbox="327 257 1292 548"> <tr><td>• January/March – Selection of shortlisted artwork</td></tr> <tr><td>• April – Submit planning applications for artwork</td></tr> <tr><td>• May – De- installation of artwork Year 6</td></tr> <tr><td>• June – Installation of artwork Year 7</td></tr> <tr><td>• June/July – Launch event, “Sculpture in the City 2017”</td></tr> <tr><td>• July/August/September – Delivery of Walking Tours and Partner events</td></tr> <tr><td>• October – Call for submissions - Year 8</td></tr> </table> <p><u>Year 8 and 9 (2018 - 2019)</u></p> <p>Funding for any future growth in Years 7-9 will come from increasing the percentage of external contributions. The key areas for growth could include:</p> <ul style="list-style-type: none"> • Expanding the education and learning programme and the project’s on-line presence • Expanding the global reach of the project to include more internationally based artists • Supporting artists in the UK through commissioning artwork specifically for the project <p>In 2018 the Royal Academy of Arts celebrates its 250th anniversary. The Royal Academy is interested in recognising this milestone by linking in some way artistically with Sculpture in the City in Year 8 of the project.</p>	• January/March – Selection of shortlisted artwork	• April – Submit planning applications for artwork	• May – De- installation of artwork Year 6	• June – Installation of artwork Year 7	• June/July – Launch event, “Sculpture in the City 2017”	• July/August/September – Delivery of Walking Tours and Partner events	• October – Call for submissions - Year 8
• January/March – Selection of shortlisted artwork								
• April – Submit planning applications for artwork								
• May – De- installation of artwork Year 6								
• June – Installation of artwork Year 7								
• June/July – Launch event, “Sculpture in the City 2017”								
• July/August/September – Delivery of Walking Tours and Partner events								
• October – Call for submissions - Year 8								
<p>3. Next steps</p>	<p>See above.</p>							
<p>4. Budget</p>	<p><u>Year 1 to 6</u></p> <p>A committee report approved by Members in 2010 set out the delivery of enhancement within the Eastern City Cluster in four phases, for a total contribution of £7.4m, with £1.92m to be utilised in Phase One. The first phase included a provision for public art of £155,218 and this sum was spent on the delivery of Years 1-3 of <i>Sculpture in the City</i>.</p> <p>The original aspiration for <i>Sculpture in the City</i> to become self-funding was reviewed after Year 3. Due to the popularity of the scheme and the benefits it accrues to the City, Members approved the continuation of funding for <i>Sculpture in the City</i> into the future.</p> <p>The City’s contribution for the funding of Year 4 of the project came from the interest accrued on the S106 obligation associated with the Pinnacle development at 22 Bishopsgate, allowing the project to be funded without compromising the core funding of the S106 obligation.</p> <p>For Years 5 and 6, the successors in title of the S106 associated with the Pinnacle development, 22 <i>Bishopsgate</i> (Lipton Rogers), joined the Partner Board. With their consent, core funding, plus any interest accrued from this S106 obligation formed the City’s contribution to <i>Sculpture in the City</i>.</p> <p>Details of the financial contributions to date from the City and its external partners is provided Appendix 3.</p>							

Year 7 budget (2017/18)

In Year 7 it is expected that the cost of delivering the project will be greater than in Year 6. The increased cost of the project will be fully met, and limited by, by the financial contribution from external partners.

The expected increase in cost relates to:

- A limited expansion of the project area south towards Fenchurch Street, with potentially 1-2 additional artworks
- An improved on-line presence, including an interactive learning resource for students at Key Stage Three
- Increased costs reflecting the continuous activity now required over a 12 month period to manage and deliver a project of this scale.

Funding sources for Year 7 are as follows:

- Income from confirmed external partners amounts to a total of £302,962 for Year 7. Confirmed financial contributions are from:
 - Hiscox
 - Aviva
 - Aon
 - Willis
 - Tower 42
 - TH Real Estate
 - British Land
 - JSRE Ltd.
 - Brookfield
 - WR Berkeley
 - 22 Bishopsgate
- The Partner Board is seeking to invite additional partners and increase the external funding to £392,962.
- The City's contribution will be capped at £120k, funded from the S106 obligation associated with the Pinnacle development. For Years 7-9, 22 *Bishopsgate* (Lipton Rogers) has agreed to the use of £360k from this S106.

Taking account of the increased external contributions from the project partners, this means that the City will fund 23.5% of the total capital value of the project; with external partners providing 76.5% of the project value (please refer to Appendix 3).

5. Procurement

The unique nature of the project requires a range of specialist external consultants and services. The consultants and contractors used to date have developed good working relationships with project partners, land owners, galleries and artists. However, it remains important to test the market to ensure best value for these services, and so the services will be procured going forward.

Discussions regarding the appointment and/or procurement of the services required for Years 7-9 of the project have been held with City Procurement. A summary of the proposed appointment and procurement plan is as follows:

Year 7

- Appointment of specialist arts consultant Lacuna PR Ltd via a waiver. Lacuna PR Ltd act as Co-Director for the project and have commenced work on Year 7. Lacuna have been appointed in previous years for this role and have successfully built strong partnerships between project partners, galleries, artists and other stakeholders, which has been crucial to the success of the project.
- Tender for a one year contract to install and de-install the artwork via the

'light touch' route (MTEC Warehousing delivered this service previously)

Years 7-9

- Tender for a three year contract to deliver the education and learning programme via the 'light touch' route under the category *Education Services* (Open-City London delivered this service previously)
- Tender for a three year contract to deliver specialist project management services via the 'light touch' route (A Et Cetera delivered this service previously)
- Tender for a three year contract to deliver engineering consultancy services via the 'standard' route (Price and Myers delivered this service previously)
- Appoint Sally Bowling on a three year contract to provide conservation and maintenance consultancy services. This appointment will be via an exemption as her involvement is a requirement of the artists and galleries engaged in the project every year.
- Tender for a three year contract to deliver PR and marketing services via a 3 party quotation exercise (Brunswick Media delivered this service previously)

Years 8-9

- Tender for a two year contract to deliver specialist arts consultancy services and act as Co-Director for the project via the 'light touch' route under the category *Cultural Events and Organisation services* (Lacuna PR Ltd are currently delivering this service)
- Tender for a two year contract to install and de-install the artwork via the 'light touch' route (MTEC Warehousing delivered this service previously)

Any highways and electrical works being undertaken on the City's highways will continue to be undertaken by the City's term contractor, JB Riney.

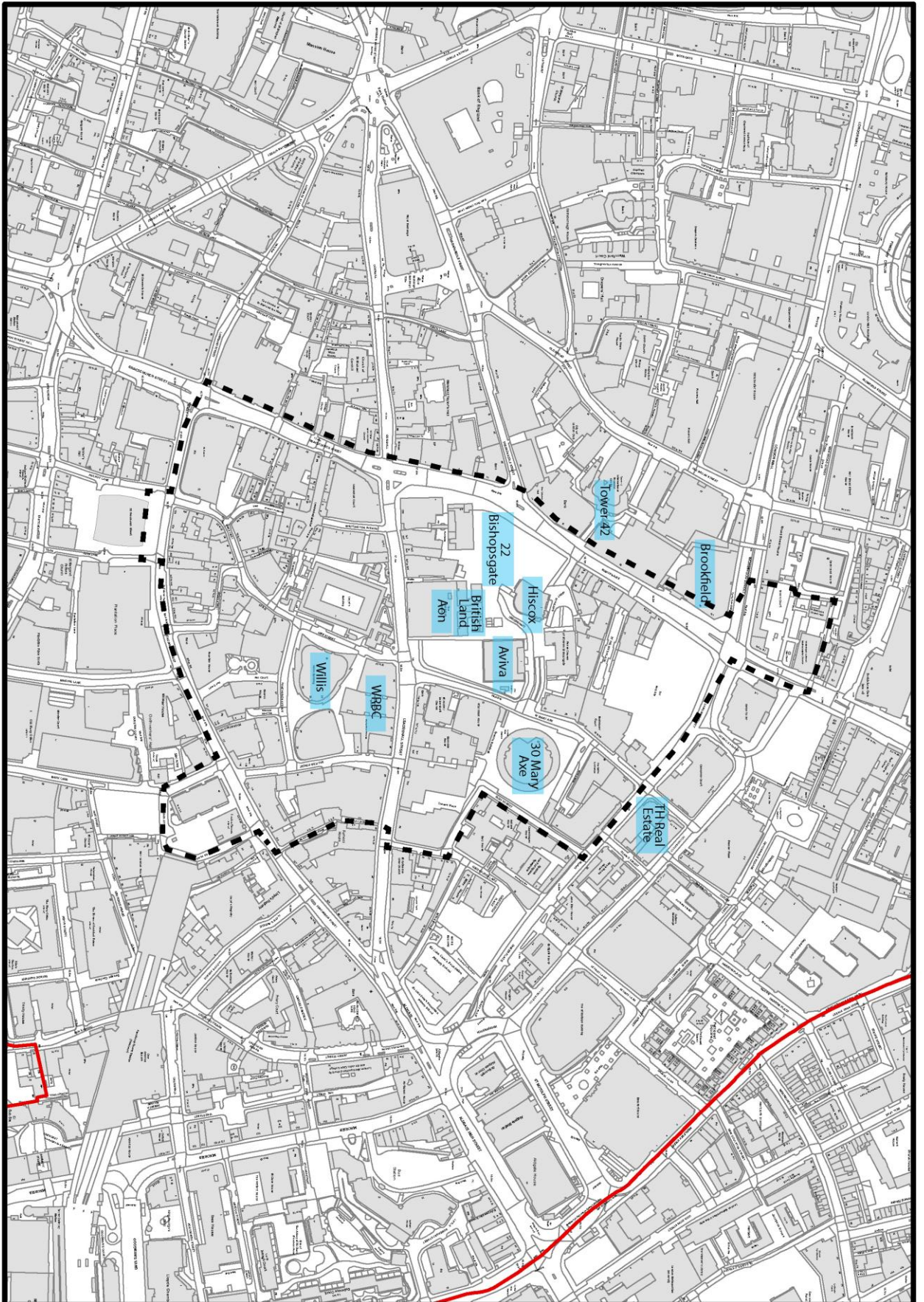
Appendices

Appendix 1	Map of project area for Year 7
Appendix 2	Budget - Years 6 and 7 (2016 and 2017)
Appendix 3	Financial contribution – Years 1 to 9

Contact

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Appendix 1



Appendix 2

Sculpture in the City Budget	Year 6 Actual Cost	Total	Year 7 Estimated Cost	Total
Fees and Staff Costs	£	£	£	£
Arts consultancy and Co-Director role	66,608		87,000	
Conservation and maintenance of artwork	12,000		12,000	
PR and Marketing	20,000		25,000	
Website and photography	11,610		15,000	
Education and learning programme	56,123		75,000	
Printing	4,000		5,000	
Guided tours and Partner Board events	5,000		5,000	
Specialist project management	45,000		63,000	
Storage	3,600		5,000	
Engineering consultancy	0		5,000	
Staff Costs	15,000		55,000	
Sub Total Fees and Staff Costs		238,941		352,000
Works				
De-installation of artwork	77,197		60,000	
Installation of artwork	95,728		85,000	
Contingency	10,000		10,000	
Sub Total Works		182,925		155,000
TOTAL COSTS		421,866		507,000
Income				
External contributions	302,962		392,962	
City of London contribution	120,000		120,000	
TOTAL INCOME		422,962		512,962

Appendix 3

Annual project	External contributions (£)	Percentage of total project cost External contributions (%)	City contributions (£)	Percentage of total project cost City contributions (%)	TOTAL PROJECT VALUE
Year 1 (2011)	£24,500	28%	£63,269	72%	£87,759
Year 2 (2012)	£79,500	52.5%	£72,000	47.5%	£151,500
Year 3 (2013)	£170,000	76%	£54,000	24%	£224,000
Year 4 (2014)	£220,000	71%	£90,000	29%	£310,000
Year 5 (2015)	£240,000	73%	£90,000	27%	£330,000
Year 6 (2016)	£302,962	72%	£120,000	28%	£422,962
Year 7 (2017) <i>(projected income)</i>	£392,962	76.5%	£120,000	23.5%	£512,962
Year 8 (2018) <i>(projected income)</i>	£462,962	79.5%	£120,000	20.5%	£582,962
Year 9 (2019) <i>(projected income)</i>	£497,962	80.5%	£120,000	19.5%	£617,962

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Committee(s)	Dated:
Culture, Heritage and Libraries Streets & Walkways Sub Committee – For Decision Policy & Resources Committee – For Decision	5 December 2016 6 December 2016 15 December 2016
Subject: Special Events in March 2018	Public
Report of: Director of the Built Environment	
Report author: Ian Hughes - Assistant Director (Highways)	For Decision

Summary

Although the Director of the Built Environment has delegated authority to close roads for special events, the City has received two applications for new half marathons to be run in March 2018. In accordance with the established procedure, Members are therefore asked their views on whether either (or both) events should be supported.

Planning for the London Landmarks Half Marathon, primarily supported by the charity Tommy's, has been underway for some time. It would be an event organised by charities for charities, and would aim to deliver a City & Westminster focused event that showcases the City's history and visitor experience.

The proposal from London Marathon Events Ltd is somewhat less developed and focuses more on a route taking in east and south London, passing through the City using Transport for London streets. As such, the City is not the primary consenting authority, although London Marathon would aim to include City community groups, attract elite runners and deliver a degree of media exposure.

However, officers have concerns that although it is physically possible to hold two similar mass participation events three weeks apart in March 2018, this will inevitably provoke questions around the appetite of the running community to support both events, the negative impact on both events' effectiveness to deliver sustainable charitable contributions, and the combined disruption on local stakeholders ('event fatigue').

Given Tommy's City-focus, which makes a unique opportunity for the City and Westminster to deliver an event focused on our respective visitor and cultural agendas, officers at both authorities are recommending that planning for that event should begin in earnest due to its significant benefit to the City.

By doing so, this recommendation would indicate a level of support and preference for that event, although the key decision for the London Marathon event lies with TfL. However, officers would look to stipulate to TfL that should they consent to that event, then any proposal must be workable, the impact on the City's network must remain marginal and the event must stay on TfL's network.

Recommendation(s)

Members are asked to:

- Support the London Landmarks Half Marathon (Tommy's) event to take place in the City (subject to detailed traffic management design, communications planning & safety assessment);
- Reiterate to TfL the City's concerns regarding the addition of further events to the event calendar in general beyond the London Landmarks Half Marathon;
- Stipulate to TfL that if approval is given to the London Marathon Events Ltd half marathon, the proposal must pass a 'test of reasonableness', its impact on the City's network must be marginal, and it must remain on TfL's own streets.

Main Report

Background

1. The Director of the Built Environment has delegated authority to allow streets to be closed for special events. However, where there are new events that potentially have a significant impact on the City, we have an established process to ensure the three key Committees are consulted for their views beforehand, those Committees being:
 - Culture, Heritage & Libraries regarding whether the event adequately meets the culture and heritage objectives under their remit;
 - Planning & Transportation (delegated to Streets and Walkways Sub Committee) regarding the impact of the event (DBE derives its delegated authority to close roads from these Committees);
 - Policy and Resources regarding whether an event is appropriate to be held in the City.
2. This report provides information on two events that have submitted applications requesting permission to hold their respective events three weeks apart in March 2018.
3. Taking part in a half marathon in March could provide the ideal training build up for those intending to run the full distance London Marathon event in April (albeit entrance would not be limited to that purpose), and with the London Marathon and Royal Parks Half Marathon currently oversubscribed, there would appear to be sufficient interest to justify having more longer distances races of this type during the year.
4. Approval of either (or both) events needs to be addressed now as both organisers need clarity to progress their event planning in terms of commercial contracts, publicity and funding partners, and both are pressing City Members & officers, plus Westminster and TfL, for approval.

Current Position

5. Those proposed event dates and organisers are:

- 4 March 2018: a half marathon organised by London Marathon Events Ltd
- 25 March 2018: the 'London Landmarks Half Marathon', whose principal charity partner is Tommy's.

6. There are some similarities between the two proposals, but in general they have sought very different approaches to their respective events.

7. Similarities:

- Mass participation events targeted at raising money for charitable causes
- Runners taking part will leverage their own fundraising through individual sponsorship
- An event footprint that extends to more than one local authority area
- A professional approach using experienced event management companies

8. Contrasts:

Aspect	Tommy's	London Marathon
Fund raising approach	An event organised by a charity for charities (not just Tommy's), with all profit and money raised going to good causes	Profits achieved by London Marathon Events Ltd are transferred to the London Marathon Charitable Trust that makes grants to worthy causes.
Geographical area	City & Westminster	City, Westminster, Greenwich, Tower Hamlets, Southwark, Lewisham
Streets to be used	Mainly City of London & Westminster	Mainly TfL
Experience / event portfolio	This would be the only event that Tommy's organise, so it would be their sole focus, with a professional event management company employed to deliver it	London Marathon have the experience of managing a number of similar events in Central London, with three in the City

9. In addition to the above, the key differences between these events relate to their event focus and their use of space in the City.

London Landmarks Half Marathon (Tommy's)

10. Starting with Tommy's, their intention is to work with the City and Westminster to deliver an annual event highly tailored to fit the City's cultural offer and give something back to the Square Mile. That means a complex route using mainly

City and Westminster streets (and limited TfL roads), taking in City landmarks & cultural attractions, working closely with the City's Learning & Engagement Forum and Visitor Development team, and showcasing the City's hidden history to create what they term a legacy event.

11. Overall, the event is intended to be fun and inclusive that provides value to the City by having the Square Mile at its heart, and so the organisers feel that an elite field is not a necessity to make this event successful.
12. In addition, discussions on the route have recognised that the City does not have the space available to accommodate the start or finish of a large mass participation event, so those elements are to be located in Westminster, including a finish near St Thomas's Hospital where Tommy's was founded.

London Marathon Events Ltd

13. By contrast, London Marathon's approach is to use London's streets to facilitate the event and to act as a backdrop, whilst causing the least amount of disruption to the network in the City as possible. The key aspect to their route proposal is that it reverses the usual east to west direction, starting instead in Westminster, passing eastwards through the City by 11am, before taking a more comprehensive route through much of east and south London before finishing in Greenwich.
14. As such, the City may receive little direct benefit from London Marathon's event other than to be seen to facilitate an event that promotes health & wellbeing and raises money for charity. London Marathon have set a goal of working with the diverse community groups of the six local authorities involved to create an event whose 'demographic mix of participants mirrors that of London's multi-cultural population', but it has yet to demonstrate a local City-specific focus, drawing attention instead to its global brand and media offer, and its ability to attract elite level runners.
15. Finally, the event's initial application had a start in Westminster and a festival at the finish in Greenwich. However, there is doubt over Westminster's consent (see below), so instead London Marathon have proposed a new start in the City at Blackfriars. However, the traffic impact of this proposal would be significant as it would close both major north / south and east / west routes across the City, becoming so disruptive as to fail the City's 'test of reasonableness'.

Timing & Combined Impact

16. March is typically clear of major special events, with a large gap between the Winter Run (held on the last weekend in January) and the London Marathon on the last weekend in April. This is shown in **Appendix 1**, which also illustrates that there are certain times of the year (eg May to July) when events take place more frequently than the potential three week gap here.
17. However, despite March being a quiet month, the GLA in particular have expressed concern that competition between two such similar events might dilute

the quality of both, undermine both their respective business cases and there might not simply be enough prospective runners interested to deliver two successful events so close together.

18. The key consenting bodies in London (the GLA, TfL, Westminster & the City) are also concerned about the proliferation of mass participation events in Central London in general. In particular, local stakeholder 'fatigue' is a concern because certain key streets are used over again, leaving some residents disproportionately affected.

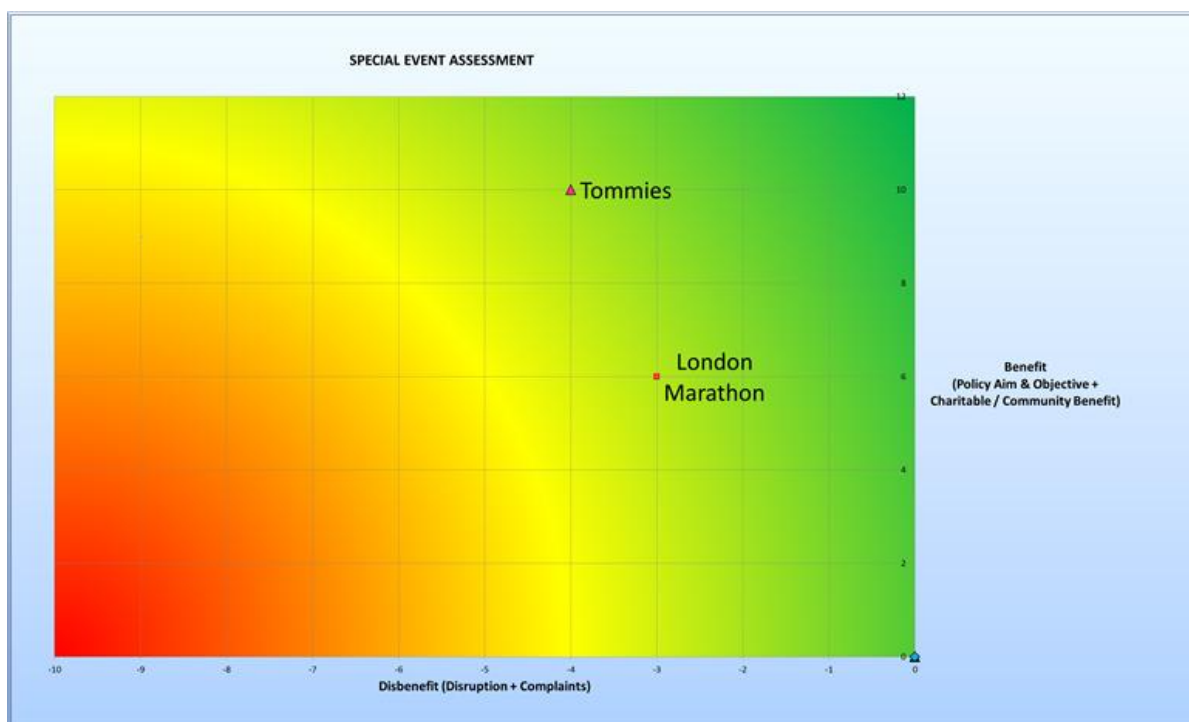
Event Assessment

19. In terms of the Tommy's event, the City and Westminster are clearly the key stakeholders as they have to give formal consent to allow their streets to be used. As a result, there has been a significant level of engagement from Tommy's over many months, making the case for their event and creating linkage to the City's and Westminster's cultural offer.

20. In terms of London Marathon, their approach is far more recent, and they are only proposing to use TfL streets through the City. As such, the City is not directly responsible for approving the event, albeit City stakeholders and streets would still be impacted.

21. Taking all these factors into account, using the City's well-established assessment matrix suggests the following:

Scoring Criteria	Disbenefit		Benefit	
	Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
	Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
	Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
	Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
	Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
	Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
	No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)



Benefit / Disbenefit	Criteria	Tommy's		London Marathon	
		Rating	Score	Rating	Score
Benefit	Policy Aims & Objectives	Visitor & Cultural Strategy	+5	Community strategy	+2
	Charity / Community	Not for Profit / Large charitable contribution	+5	Charitable contribution	+4
Total Benefit			+10		+6
Disbenefit	Disruption & Impact	Extensive w/end road closures	-3	Limited w/end road closures	-2
	Likely Complaints	Small number	-1	Small number	-1
Tot. Disbenefit			-4		-3

22. In effect, the London Marathon proposal in and of itself is a worthy one because it seeks to minimise disruption to the road network in the City and Westminster, it will undoubtedly be well run and well promoted, and it will clearly raise charitable funds for good causes. However, London Marathon's highly successful model has inevitably led to a proliferation of similar-styled events, a lack of diversity in terms of approach, and little in terms of substance to the hosting local authority other than fleeting TV or press coverage.

23. This can be seen in **Appendix 2**, where other than the London Marathon, most mass participation running events in the City are clustered around the 'low / medium benefit, low impact' area because they deliver benefits to charities and the organisers, but not significantly to the City of London itself.

24. By contrast, the Tommy's proposal is more City specific and has the potential to have a significant promotional impact on the City and its cultural attractions, delivering positive economic benefit and creating a legacy event for the City (not just something that happens to pass through the Square Mile).
25. This can be seen on the assessment matrix above, where the slight increase in impact from Tommy's due to its wider footprint is more than balanced by the significant potential for the event to be of much greater direct benefit to the City.

Options

26. Although an initial application for the London Marathon event has recently been submitted to the City, the detail is far less advanced than the Tommy's plan, which was submitted some months ago after extensive discussion to identify a suitable route and marketing plan.
27. Officers have concerns that although it is physically possible to hold two similar mass participation events three weeks apart in March 2018, this will inevitably provoke questions around the appetite of the running community to support both events, the negative impact on both events' effectiveness to deliver sustainable charitable contributions, and the combined disruption on local stakeholders.
28. In that context, it is also understood that due to the large number of road closures associated with Westminster's cultural and sporting programme, Westminster have said that they only have the capacity to accommodate one half-marathon event in March 2018. Of the two proposals, they wish to support the Tommy's application for many of the same reasons, suggesting that this decision was also about providing Tommy's with an environment that would allow it to flourish as much as possible.
29. Although officers expect London Marathon to press Westminster on that decision, the City is equally not tied by it. However, before both events progress further in their planning, it is important to understand Members' views as to whether one or both events should be supported in the City. Therefore a number of options could be considered at this time:

Option 1: The City approve the Tommy's event

- The case from Tommy's to deliver a uniquely beneficial event in the City is sufficient to allow the City to agree for it to take place (subject to the normal safety approval process, detailed traffic management assessment and stakeholder co-ordination).
 - This would imply a preference (as it stands) for the Tommy's event, but importantly it would allow officers to proceed with the planning for that event in conjunction with our respective colleagues in Westminster and TfL.
30. At this point, it should be reiterated that the City cannot directly approve or reject the London Marathon proposal because the event is on TfL's (rather than the City

Corporation's) streets, and as such, the City is a stakeholder but not the approval authority. However, if Members are minded to go further, one of two further options could be considered:

Option 2a: Recommend to TfL that they reject London Marathon's application

- The City could make it clear to TfL that should only one event be thought appropriate for this time of year, the City's clear preference would be to support the Tommy's proposal, in accordance with the significant additional benefit to the City as illustrated in the assessment matrix.
- This view would be on the basis of stakeholder 'fatigue', cumulative network impact and the diluted business case of holding two mass participation events over the same distance so close together in the calendar year.
- Were this to be thought appropriate, then two alternative options could be offered to London Marathon, namely:
 - i. Change the date so that these two events do not conflict so obviously;
 - ii. Change the route so that it still delivers a successful event as far as east and south London are concerned, but that it starts somewhere other than the Embankment, avoiding both Westminster and the City.

Option 2b: Remain neutral on London Marathon's application

- The City could reiterate to TfL the City's position on Tommy's and the concerns about the combined impact of two events, but leave the decision on London Marathon to TfL on the proviso that the event's impact on the City's network remains marginal and it stays on TfL's own streets.
- Given that the London Marathon proposal is still being reviewed due to the decision from Westminster, this would allow the discussions to develop, but set an expectation that the impact of the event on City stakeholders, should it be approved by TfL, must be minimal.

Proposals

31. Having two such events so close together is far from ideal for the reasons outlined above, but on balance, officers feel that a combination of Options 1 and 2b are appropriate at this time. However, Members' views are sought as to whether this approach is supported.

32. To be clear, any approval for either event would follow our existing policy of only offering approval for the first year initially (not in perpetuity), followed by successive three year windows conditional on a successful root and branch review after year 1, and after each subsequent three year window.

Implications

33. It is clear that both organisations have support for their proposals, so a refusal to allow either event to take place will create further debate about prioritising events, how many events local stakeholders are being asked to support, and how such decisions are made. However, by having an established process for assessing event proposals through engagement with Members via reports such as this, the City is better placed than any other approval body to openly address such issues.

Health Implications

34. Both events would help promote the City's Health & Wellbeing agenda by promoting sports participation to its local residential and working communities, and both proposals would seek to draw on both City communities for participants.

Conclusion

35. The London Landmarks Half Marathon proposal has made a unique proposal to work with the City to deliver an event that is tailored to meet the City's cultural and visitor attraction agenda, and as such it is felt that DBE should authorise the road closures necessary to facilitate it.

36. By contrast, although London Marathon's event has significant merit, it is likely to attract a wider London focus that is less City-centric. Therefore, if TfL decide to consent to it, it's suggested that its focus (in the City) should be on minimising the disruption it causes to City stakeholders, rather than trying to replicate the bespoke flavour of the Tommy's event.

Appendices

- Appendix 1 – Event Timeline
- Appendix 2 – Assessment Matrix (Mass participation events only)
- Appendix 3 – Proposed Route Maps for London Landmarks Half Marathon (Tommy's) and London Marathon Events

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APPENDIX 1 – EVENT TIMELINE

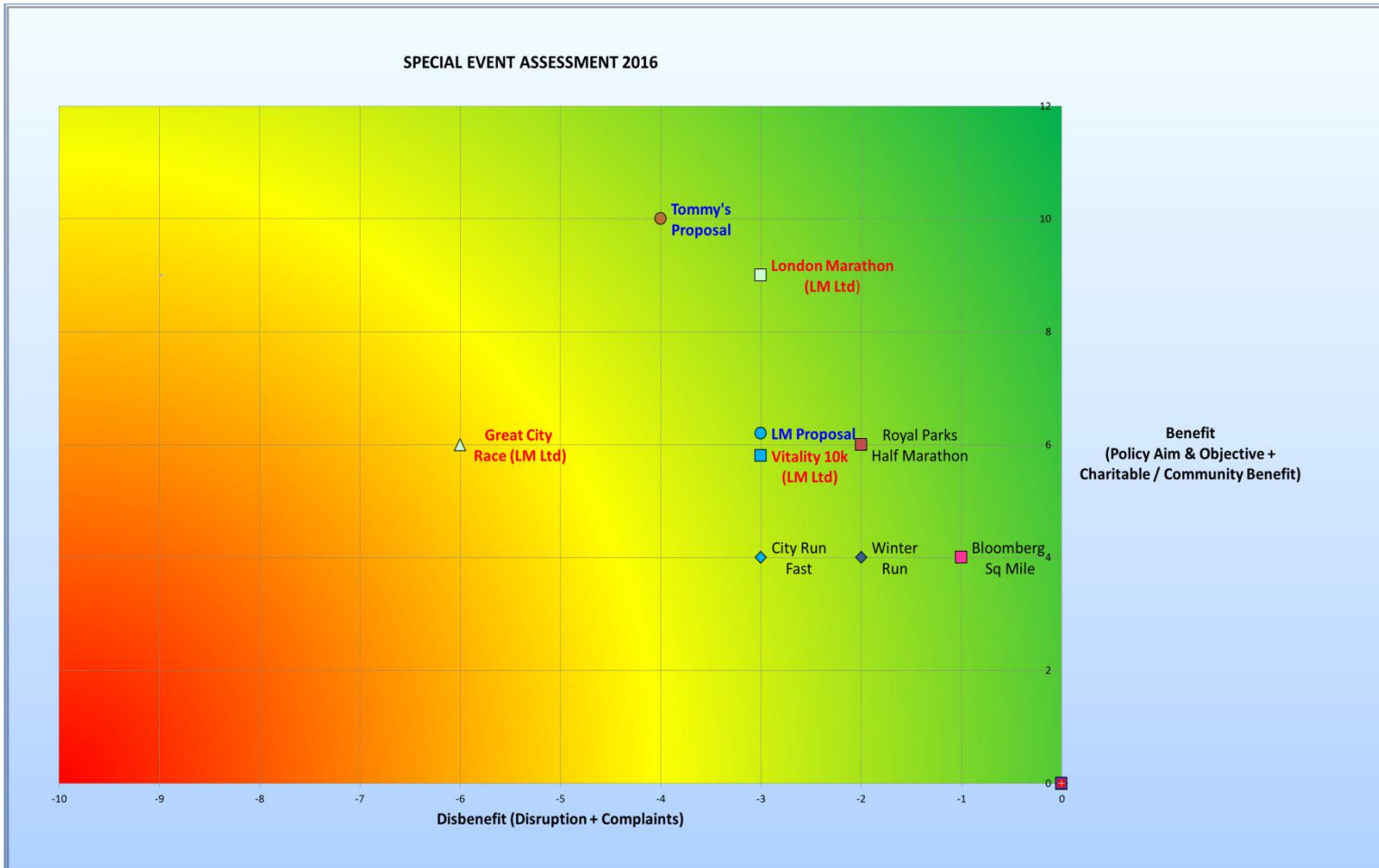
This table overlays LM & Tommy's applications onto those 2016 events expected to return in 2018.

Date	Event	Disruption	Month	Week	Cumulative Disruption															
					1	2	3	4	5	6	7	8	9							
31/01/2016	Winter Run	-2	Jan	1																
				2																
04-Mar-18	LM Half Marathon	-3		3																
25-Mar-18	Tommy's Half Marathon	-4		4																
24/04/2016	London Marathon	-3		5	Winter Run															
30/05/2016	Vitality 10k Race	-3	Feb	6																
04/06/2016	Nocturne	-4		7																
19/06/2016	City Run Fast	-3		8																
				9																
13/07/2016	Cart Marking	-1	Mar	10	LM Half Marathon															
14/07/2016	Great City Race	-6		11																
30-31/7/2016	RideLondon	-3		12																
				13	Tommy's Half Marathon															
22/09/2016	Bloomberg Sq Mile	-1	Apr	14																
Oct 2016 (TBC)	Royal Parks Half Marathon	-2		15																
12/11/2016	Lord Mayor's Show	-5		16																
31/12/2016	New Years Eve	-4		17	London Marathon															
			Apr / May	18																
			May	19																
				20																
				21																
				22	Vitality 10k															
				23	Nocturne															
			June	24																
				25	Run Fast															
				26																
			July	27																
				28																
				29	Cart Gt City Race															
				30																
				31	RideLondon															
			Aug	32																
				33																
				34																
				35																
			Sept	36																
				37																
				38	Sq Mile															
				39																
			Oct	40	Royal Parks Half Marathon															
				41																
				42																
				43																
				44																
			Nov	45																
				46	Lord Mayor's Show															
				47																
				48																
			Dec	49																
				50																
				51																
				52																
			Dec/Jan	1	New Year's Eve															

	Embankment / Thames St only (w/e)
	Embankment / Thames St (Mon daytime)
	City (w/e)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

Appendix 2 – Assessment Matrix (Mass Participation Events Only)

This table shows the position of the two proposed events relative to other similar mass participation running events in the City. It also indicates the three such events already organised by London Marathon Events Ltd.

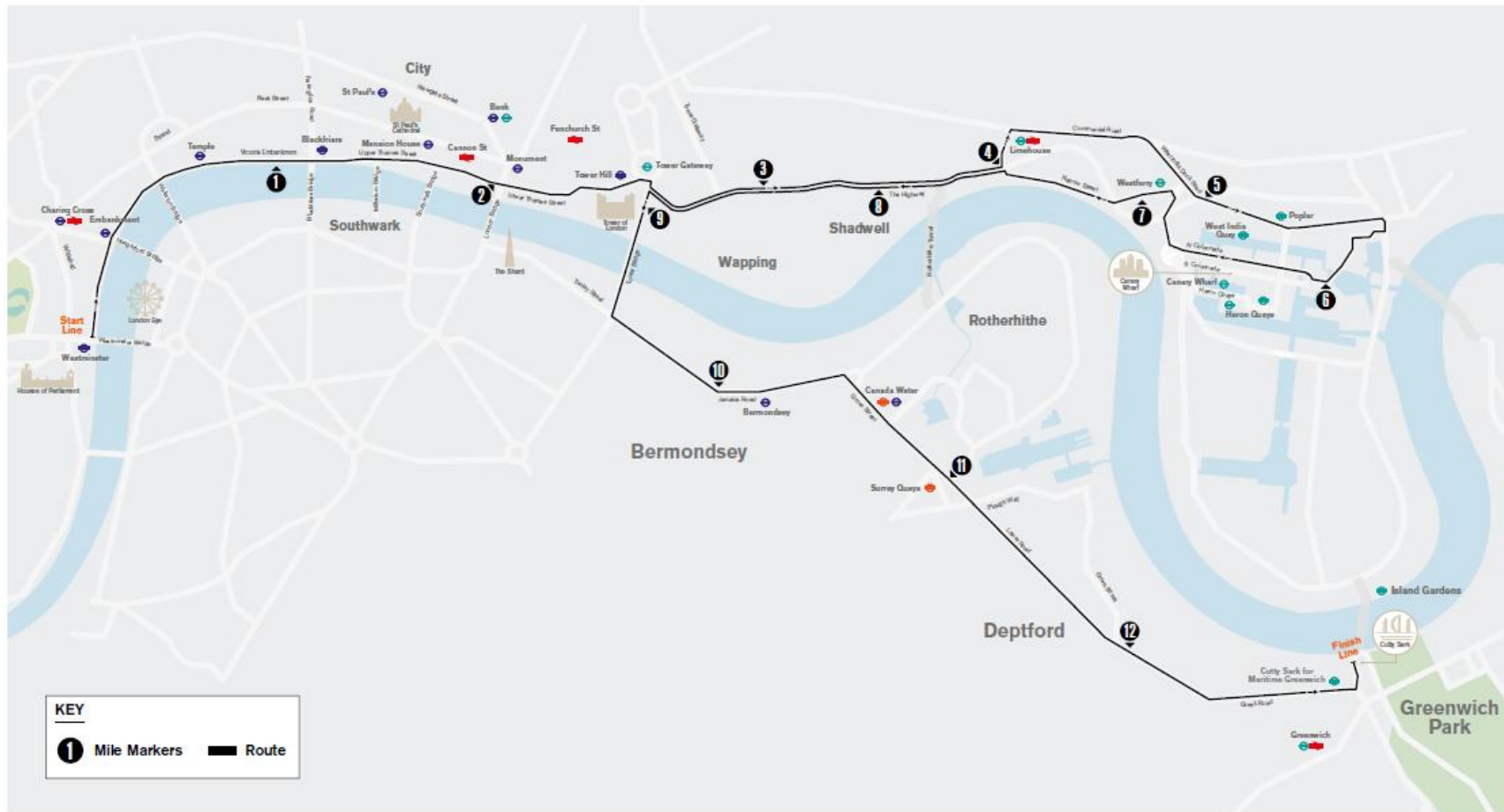




2018 London Landmarks Half Marathon Proposed Route



Course Map



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