



Culture, Heritage and Libraries Committee

Date: TUESDAY, 30 MAY 2017
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Absalom	Deputy Tom Hoffman
Munsur Ali	Ann Holmes
Alexander Barr	Deputy Jamie Ingham Clark
Deputy John Bennett	Vivienne Littlechild
Peter Bennett	Paul Martinelli
Mark Boleat	Andrew Mayer
Deputy David Bradshaw	Jeremy Mayhew
Tijs Broeke	Wendy Mead (Chief Commoner)
Deputy Michael Cassidy	Sylvia Moys
Thomas Clementi	Barbara Newman
Deputy Kevin Everett	Graham Packham
Anne Fairweather	Judith Pleasance
Stuart Fraser	Stephen Quilter
Alderman John Garbutt	Deputy Richard Regan
Alderman Sir Roger Gifford	Deputy Dr Giles Shilson
Prem Goyal	Jeremy Simons
Caroline Haines	Deputy John Tomlinson (Ex-Officio Member)
Deputy the Revd Stephen Haines	Mark Wheatley
Graeme Harrower	

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT**
Members are asked to note the Order of the Court of Common Council dated 27 April 2017.

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

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

For Decision
6. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 6 February 2017.

For Decision
(Pages 3 - 14)
7. **MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the minutes and non-public summary of the Benefices Sub Committee held on 27 February 2017.

For Information
(Pages 15 - 16)
8. **MINUTES OF THE KEATS HOUSE CONSULTATIVE COMMITTEE**
To receive the draft minutes of the Keats House Consultative Committee meeting held on 4 May 2017.

For Information
(Pages 17 - 22)
9. **APPOINTMENT OF SUB COMMITTEE CHAIRMEN**
A Report and Resolution from the Policy and Resources Committee.

For Information
(Pages 23 - 28)

10. **APPOINTMENT OF SUB COMMITTEES**
Report of the Town Clerk.
- For Decision**
(Pages 29 - 32)
11. **DEPARTMENTAL BUSINESS PLANS 2017/18**
Report of the Directors of Open Spaces, Community and Children's Services and the Town Clerk.
- For Decision**
(Pages 33 - 98)
12. **TOWER BRIDGE, MONUMENT AND KEATS HOUSE RISK MANAGEMENT**
Report of the Director of Open Spaces.
- For Decision**
(Pages 99 - 120)
13. **REFURBISHMENT OF TOWER BRIDGE ENGINE ROOMS INTERNAL RECEPTION AND GIFT SHOP: GATEWAY 7 - OUTCOME REPORT**
Report of the Director of Open Spaces.
- For Decision**
(Pages 121 - 126)
14. **LONDON METROPOLITAN ARCHIVES: PRODUCTION OF ICONIC ARCHIVES**
Report of the Town Clerk.
- For Decision**
(Pages 127 - 128)
15. **CITY OF LONDON POLICE MUSEUM - GATEWAY 7 - OUTCOME REPORT**
Report of the Assistant Town Clerk/Cultural Hub Director.
- For Decision**
(Pages 129 - 136)
16. **REVIEW OF NON ADMISSION CHARGES AT GUILDHALL ART GALLERY**
Report of the Assistant Town Clerk/Cultural Hub Director.
- For Decision**
(Pages 137 - 142)
17. **CITY OF LONDON CORPORATION SUPPORT OF LONDON BOROUGH OF CULTURE**
Report of Assistant Town Clerk/Cultural Hub Director.
- For Information**
(Pages 143 - 146)

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

Report of the Assistant Town Clerk/Cultural Hub Director.

For Decision
(Pages 147 - 150)

19. **DECISION TAKEN UNDER DELEGATED AUTHORITY/ URGENCY PROCEDURES SINCE THE LAST MEETING OF THE COMMITTEE**

Report of the Town Clerk.

For Information
(Pages 151 - 154)

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

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

For Decision

22. **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

23. **NON PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on

For Decision
(Pages 155 - 158)

24. **NON-PUBLIC MINUTES FROM THE BENEFICES SUB COMMITTEE**

To receive the non-public minutes of the Benefices Sub Committee of 27 February 2017.

For Information
(Pages 159 - 160)

25. **SUCCESSOR EVENT TO THE CITY OF LONDON FESTIVAL - PROGRESS REPORT**

Report of the Assistant Town Clerk/Cultural Hub Director.

For Information
(Pages 161 - 166)

26. **WAIVER REQUEST**
Report of the Assistant Town Clerk/Cultural Hub Director.

For Information
(Pages 167 - 172)

27. **CITY BUSINESS NEWSPAPER - ADDITIONAL ADVERTISING**
Report of the Director of Communications.

For Information
(Pages 173 - 176)

28. **TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - ISSUE REPORT**
Report of the Director of Open Spaces.

For Information
(Pages 177 - 186)

29. **DECISION TAKEN UNDER DELEGATED AUTHORITY/ URGENCY PROCEDURES THE LAST MEETING OF THE COMMITTEE**
Report of the Town Clerk.

For Information
(Pages 187 - 188)

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

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

Confidential Agenda

32. **STAFFING IMPLICATIONS POST THE RESTRUCTURE OF THE DEPARTMENT OF CULTURE, HERITAGE AND LIBRARIES**
Report of the Assistant Town Clerk/Cultural Hub Director.

33. **ASSISTANT TOWN CLERK/CULTURAL HUB DIRECTOR TO BE HEARD**

This page is intentionally left blank

Agenda Item 3

PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
----------------	---

CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**

A Ward Committee consisting of,

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

2. **Quorum**

The quorum consists of any nine Members.

3. **Membership 2017/18**

ALDERMEN

- 4 Sir Roger Gifford
- 1 John Garbutt

COMMONERS

7	Barbara Patricia Newman, C.B.E.....	Aldersgate
5	Jeremy Paul Mayhew.....	Aldersgate
7	Sylvia Doreen Moys.....	Aldgate
3	Graeme George Harrower.....	Bassishaw
5	Jamie Ingham Clark, Deputy.....	Billingsgate
1	Prem Babu Goyal, O.B.E.....	Bishopsgate (Within)
1	Andrew Paul Mayer.....	Bishopsgate (Within)
5	Dr Giles Robert Evelyn Shilson, Deputy.....	Bread Street
3	Keith David Forbes Bottomley, Deputy.....	Bridge and Bridge Without
1	John Alfred Bennett, Deputy.....	Broad Street
7	Kevin Malcolm Everett, Deputy.....	Candlewick
5	Graham David Packham.....	Castle Baynard
2	Jeremy Lewis Simons.....	Castle Baynard
1	Tijs Broeke.....	Cheap
4	Michael John Cassidy, C.B.E., Deputy.....	Coleman Street
1	Alexander Robertson Martin Barr.....	Cordwainer
5	The Revd. Stephen Decatur Haines, Deputy.....	Cornhill
7	Vivienne Littlechild, J.P.	Cripplegate (Within)
1	David John Bradshaw, Deputy.....	Cripplegate (Within)
5	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
3	Ann Holmes.....	Farringdon Within (N.S.)
2	Richard David Regan, O.B.E., Deputy.....	Farringdon Within (S.S.)
2	John David Absalom, Deputy.....	Farringdon Without (N.S.)
3	Wendy Mead, O.B.E.....	Farringdon Without (N.S.)
4	Judith Lindsay Pleasance.....	Langbourn
1	Thomas Cowley Clementi.....	Lime Street
1	Munsur Ali.....	Portsoken
1	Caroline Wilma Haines.....	Queenhithe
2	Anne Helen Fairweather.....	Tower

7	Tom Hoffman, Deputy.....	Vintry
2	Peter Gordon Bennett.....	Walbrook

4. **Terms of Reference**

To be responsible for:-

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

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 6 February 2017

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 6 February 2017 at 11.00 am

Present

Members:

Deputy John Bennett	Vivienne Littlechild (Chairman)
Peter Bennett	Paul Martinelli
Keith Bottomley	Jeremy Mayhew
Deputy Kevin Everett	Sylvia Moys
Anne Fairweather	Graham Packham (Deputy Chairman)
Alderman Alison Gowman	Ann Pembroke
Deputy the Revd Stephen Haines	Judith Pleasance
Graeme Harrower	Stephen Quilter
Ann Holmes	Deputy Dr Giles Shilson
Wendy Hyde	Jeremy Simons
Deputy Jamie Ingham Clark	

In Attendance

Deputy Michael Welbank – Chief Commoner

Officers:

Nick Bodger	-	Town Clerk's Department
Carol Boswarthack	-	Community and Children's Services Department
Andrew Buckingham	-	Town Clerk's Department (Media Team)
Steven Chandler	-	City Surveyor's Department
Neil Davies	-	Town Clerk's Department
Paul Dudley	-	Chamberlain's Department
Christopher Earlie	-	Open Spaces Department
Ian Hughes	-	Department of the Built Environment
Sue Ireland	-	Director of Open Spaces
Jack Joslin	-	The City Bridge Trust
Peter Lisle	-	Assistant Town Clerk and Cultural Hub Director
Karen McHugh	-	Comptroller & City Solicitor's Department
Geoff Pick	-	Town Clerk's Department
Gemma Stokley	-	Town Clerk's Department
Esther Sumner	-	Open Spaces Department

In Attendance

Colin Buttery – Incoming Director of Open Spaces

The Chairman, on behalf of the Committee, wished to formally thank Vicky Carroll for all of her hard work and success at the Guildhall Art Gallery ahead of her return to Keats House where she would resume her role of Principal Curator.

1. **APOLOGIES**

Apologies for absence were received from Mark Boleat, Alderman Sir Roger Gifford, Tom Hoffman, Barbara Newman and Mark Wheatley.

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

There were no declarations.

3. **MINUTES**

The public minutes and non-public summary of the meeting held on 5 December 2016 were considered and approved as a correct record.

MATTERS ARISING

Great Fire 350: Monitoring and Evaluation (page 4) – A Member clarified that she was seeking information as to how many permanent jobs had been created as a result of this project as opposed to full time jobs. The Committee were informed that, as per the update sent via the Town Clerk to all Members after their last meeting, the project had resulted in 55 part time and 2 full time jobs – all of these were temporary lasting from 6 weeks to a year.

Artizan Street Library and Community Centre (page 6) – Members requested an update on the unpleasant odour from the lavatories at this site which was discussed at the last meeting. The Chairman reported that this was, regrettably, yet to be resolved. The Committee were informed that the results of a survey conducted by United House were due tomorrow and that this was therefore still a work in progress. The Chairman stated that she had made her concerns around this and the need to address the matter as quickly as possible very clear. She had asked that she and the Deputy Chairman be provided with a full update on progress by the end of the week.

4. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

The Committee considered a report of the Town Clerk regarding their Terms of Reference and Frequency of Meetings.

The Deputy Chairman questioned whether this Committee should also now be represented in the appointment of both the Director of Open Spaces and the Director of Community and Children's Services. He also sought Members' views as to whether matters relating to the City's benefices were still best overseen by this Committee.

A Member suggested that paragraph (e) of the existing terms of reference should be amended to refer to the Roman Villa and Baths as opposed to simply the Roman Baths as this was an inaccurate description. He also suggested that the newly proposed paragraph (j) of the Terms of Reference should refer to 'a' festival rather than 'the' festival.

The Committee were of the view that they should have some future involvement in the appointment of the Directors of Open Spaces and Community and Children's Services going forward. They were also of the view that the responsibility for overseeing matters relating to the City's benefices should be retained by this Committee.

RESOLVED – That:

- i) paragraph (j) of the Committee's existing terms of reference be amended as set out in the report; and
- ii) the Committee's desire to have future involvement in the appointment of both the Director of Open Spaces and the Director of Community and Children's Services be factored in further discussions with Human Resources and the Establishment and Policy and Resources Committees.

5. APPOINTMENT OF CHAIRMEN OF SUB-COMMITTEES

The Committee considered a resolution of the Policy and Resources Committee regarding the appointment of Chairmen of Sub-Committees.

A number of Members stated that they strongly opposed the recommendation and felt that it was important for Sub-Committees to retain the right to elect their own Chairmen.

It was also agreed that the wording of the resolution was not particularly clear and that the matter should therefore be referred back to the Policy and Resources Committee with the Committee awaiting further clarification before taking a firm view on this.

RESOLVED – That, the resolution be referred back to the Policy and Resources Committee for further clarification.

6. THE ILLUMINATED RIVER - THE STORY SO FAR

The Committee received a report of the Town Clerk briefing Members on progress made on the project since the City Corporation pledged its funding in September 2015.

A Member wanted to stress that it was important that this project did not, in any way, detract from the iconic vision of Tower Bridge. Officers confirmed that lighting on Tower Bridge was factored into the project and that the Illuminated River Foundation would work closely with the City Corporation to ensure the bridge retains its position as London's most famous landmark.

RESOLVED – That Members note the report.

7. THE ILLUMINATED RIVER: OVERVIEW OF WINNING DESIGN

Sarah Gaventa, Director of the Illuminated River Foundation, gave a presentation on the Illuminated River project.

Ms Gaventa explained that the project involved a concept design for lighting for the 17 (15 existing and 2 potential) main road, rail and pedestrian bridges between Albert and Tower Bridge along the River Thames. She reported that six teams were shortlisted following an international design competition run by The Illuminated River Foundation and the Mayor of London.

The Committee were informed of the details of the winning design from a team including American light artist Leo Villareal and renowned British architects and urban planners, Lifschutz Davidson Sandilands.

The Committee were informed that the project would be tackled in phases in order to reduce costs and disruption. It was hoped that London Bridge would be the first City bridge to showcase the design.

The Committee were informed that it was estimated that funds of £20m would be needed to realise the project and that, to date, pledges totalling £10 million had been made (£5 million had been pledged by Peter Baldwin and Lisbet Rausing through the Arcadia Fund and a further £5 million was being donated by the Rothschild Foundation). The Illuminated River Foundation would now be looking to raise the remaining £10m and were currently exploring a number of fundraising opportunities.

Ms Gaventa reported that the project would be environmentally as well as culturally driven with a focus on energy performance and sustainability.

A Member questioned whether the Port of London Health Authority had been involved in or consulted on the project to date. Ms Gaventa reported that she had been working with Officers from the Port of London Authority who were very supportive of the project and see it as a positive move for the River. She confirmed that she would connect with the City Corporation's Port of London Health Authority following this meeting.

The Chamberlain confirmed that the £500,000 for the delivery of the first phase of the installation on London Bridge had been contributed by the City Corporation from its Bridge House Estate bridge maintenance budgets. Ms Gaventa confirmed that it would also be useful to explore synergies with the work of the City Bridge Trust going forward given that the project would fundamentally improve the performance of the bridges aesthetically.

A Member commented that, in phasing in the project to individual bridges, it would also be useful to consider the surrounding areas and stairwells adjacent to each site. He added that it would also be important to consider any impact the lighting might have on residential properties and consult the relevant stakeholders on this where necessary.

Ms Gaventa confirmed that there would be formal consultation where necessary and that the Foundation were already engaging with relevant stakeholders. She confirmed that the project would be subject to planning permission from relevant authorities. She reassured the Committee that the

night glare of the lights on those bridges situated in or near residential areas could be reduced and also confirmed that the lighting times would respond to specific areas – for example, a bridge in an area with a significant night-time economy may display the lighting scheme later than one in a residential area.

With regard to surrounding areas, Ms Gaventa highlighted that discussions were already underway with Westminster City Council regarding the adjacent areas to Waterloo Bridge

In response to further questions, Ms Gaventa confirmed that the project would utilise LED technology which had a life span of approximately 15-20 years. The Foundation would also look to budget for the replacement and monitoring of the systems.

With regard to budget, the Committee were informed that the £10m already pledged excluded the City's contribution of £500,000. The funds already secured would allow for the delivery of the first phase of the project and it was hoped that the project would gain further financial support once others had seen the positive impact of this.

In response to a final question regarding the GLA's contributions to the project, the Committee were informed that they had provided some initial, start-up, funding to help launch the international design competition and continued to be highly supportive of the project.

The Chairman, on behalf of the Committee, thanked Ms Gaventa for an extremely interesting and informative presentation.

8. **DRAFT DEPARTMENTAL BUSINESS PLANS**

The Committee received a joint report of the Director of Open Spaces, the Director of Community & Children's Services and the Assistant Town Clerk and Cultural Hub Director presenting draft summary business plans for 2017/18.

In response to questions, the Open Spaces Business Manager stated that, in future, she could look to clearly highlight those elements of the Departmental business plan that directly related to this Committee.

A Member commented on the need to focus efforts across Departments in certain areas. He referred, for example, to the fact that only one of the draft business plans referred to a fundraising strategy – an area that would clearly benefit from a more strategic 'push' across the City Corporation.

The Assistant Town Clerk highlighted that it was envisaged, following changes made to the services overseen by this Committee, there would be better opportunities to work collaboratively with other areas of the Corporation concerned with culture such as the Museum of London and the Barbican in future.

RESOLVED – That, Members note the draft business plans from the Director of Open Spaces, Director of Community and Children's Services and the

Assistant Town Clerk and Cultural Hub Director and ask that their initial feedback on these be noted.

9. **LONDON METROPOLITAN ARCHIVES: DIGITAL TRANSFORMATION UPDATE**

The Committee received a report of the Assistant Town Clerk and Cultural Hub Director summarising progress made since January 2016 in the digital transformation of LMA's services to improve public access to the 100 kilometres of archival collections that it manages.

The Committee congratulated staff at the LMA on their efforts in this area this year. The Deputy Chairman highlighted that this work was a key part of the digital transformation agenda.

RESOLVED – That, Members note the report.

10. **950 YEARS OF LONDON'S ARCHIVES: A PROGRAMME OF EVENTS FOR 2017**

The Committee received a report of the Assistant Town Clerk and Cultural Hub Director summarising the key events that will take place during 2017 to celebrate 950 years of London's extraordinary archive collections.

The Director of the LMA reported that he would be happy to arrange a future Committee visit to 'The Londoners: Portraits of a Working City, 1447 to 1980' exhibition. He added that BBC London and BBC World Service had also covered the exhibition in the past few days.

RESOLVED – That, Members note the report.

11. **BARBICAN AND COMMUNITY LIBRARIES SERVICES FOR CHILDREN AND FAMILIES**

The Committee received a report of the Director of Community and Children's Services regarding Barbican and Community Libraries services for children and families.

A Member commented on the excellent expansion of outreach from the libraries to young children and their families. She commented particularly favourably on the Dad's Saturday morning Rhymetime session offered by the Barbican Children's Library each month. The Chairman highlighted that there were now a total of 2892 Children's Library members – something which she felt was a fantastic achievement.

A Member questioned whether staff kept any information on attendees of various events run by the libraries in terms of demographics and where attendees resided so that they were able to demonstrate an outreach beyond immediate residents.

The Head of Barbican and Community Libraries highlighted that the statutory provision for the libraries was for those who lived, worked or studied in the immediate surrounding area. She added that the majority of users were,

however, City workers and so the outreach here was therefore well beyond City residents. The Committee were informed that demographic data was kept on library users and those attending events and that this data had previously been used by Ofsted where it had been very positively received. The Head of Barbican and Community Libraries concluded by stating that staff at the libraries were already working to do more around collecting and collating this data.

A Member referred to a library in a London Borough that had recently offered members of the community the opportunity to select material only to discover that some of this contained Islamic extremist views. She therefore questioned whether staff were confident with regard to all of the material available at the City's libraries. The Head of Barbican and Community Libraries reported that staff were very aware of these kind of pitfalls and that the material on display in the libraries was therefore very carefully selected. She hoped that the Committee would be sufficiently reassured by this.

In response to further questions, the Head of Barbican and Community Libraries reported that the mobile library had only operated in the East of the City as an interim measure following the closure of the Camomile Street Library and ahead of the opening of the new Artizan Street library. She added that the libraries did, however, continue to offer home deliveries enabling those who were house bound (either permanently or temporarily) due to age or ill-health to continue to have access to library materials. The Chairman confirmed that many living in the East of the City had joined the new Artizan Street Library as a result of the mobile library.

RESOLVED – That, Members note the report.

12. SPECIAL EVENTS IN THE HIGHWAY

The Committee considered a report of the Director of the Built Environment outlining the major events planned for 2017.

A Member questioned whether the Director was aware of concerns expressed by the City of London Police regarding disorder at a public house situated towards the end of the London marathon route. The Assistant Highways Director reported that he had not previously been made aware of these concerns but would now look to follow the matter up with the City of London Police.

RESOLVED – That, Members:

- Agree to support the events outlined in the report and detailed in Appendix 1; and
- Note that a root and branch review is planned for Standard Chartered Great City Race and the City of London Mile Run Fast events for 2018.

13. FUTURE MANAGEMENT OF THE GUILDHALL CENTENARY FUND

The Committee considered a report of the Assistant Town Clerk and Cultural Hub Director regarding the Guildhall Library Centenary Fund.

The Chairman stated that she felt it was clear from the report and also from previous discussions that this Committee had had around the Fund that it ought to be retained.

The Comptroller and City Solicitor reported that, as the Fund was a charity, due process would need to be followed if Members were minded to discharge this. This would involve a case being put to the Charity Commission clearly setting out the reasons why the Fund should no longer continue. A report would then also need to be considered by the Court of Common Council recommending the closure of the Fund if Members decided to pursue this.

The Comptroller and City Solicitor went on to remind the Committee that a report on the future of the Fund had previously been considered in 2010. At this time, the Committee's decision was that the Fund should continue with re-focused effort on its future development.

The Assistant Town Clerk and Cultural Hub Director reported that the Head of Guildhall & City Business Libraries was of the view that she would like more time to look at how the Fund was managed and how it might be used more productively going forward. The Chairman reported that she had already had some initial discussions with the Head of Guildhall & City Business Libraries around this and had suggested that she might look to engage a 'Friends' group or something similar going forward.

RESOLVED – That Members agree that the Fund be retained for the time being and request that they be provided with a further update as to how its potential benefits could be capitalised upon for the future conservation and care of the heritage collections at a future meeting.

14. **CITY ARTS INITIATIVE RECOMMENDATIONS**

The Committee considered a report of the Assistant Town Clerk and Cultural Hub Director presenting recommendations of the City Arts Initiative (CAI) which met on 12 January 2017.

The Chairman reported that the Head of Cultural and Visitor Development now chaired the CAI.

RESOLVED – That, Members ratify the City Arts Initiative's recommendations in relation to proposals as follows:

- **Sculpture in the City:** approve all shortlisted sculptures, noting final selection will be made subject to logistics and availability and ratified by the Sculpture in the City Board on which your Committee Chairman sits;

- **Unlimited Productions / Art Night:** approve the Do Ho Suh installation as part of Sculpture in the City, and the temporary musical instruments and banners in the windows of The Cass; but reject the permanent mural request until further information regarding consultation with the City's

Housing Team and a more detailed proposal for mural content have been received and considered by the CAI;

- **The 100 Bishopsgate Partnership:** agree with the recommendation that the proposed axis for the statue is reviewed but without changes being a condition of approval; and

- **Reignwood International UK:** approve the in-principle proposal for the subject of the statue on condition that a detailed application is made to the CAI for their consideration once the artist has been selected and the design progressed.

15. **CENTRAL GRANTS PROGRAMME - INSPIRING LONDON THROUGH CULTURE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**

The Committee considered a report of the Assistant Town Clerk and Cultural Hub Director concerning recommendations for applications received under the *Inspiring London through Culture* funding stream, a part of the City Corporation's Central Grants Programme.

A Member noted that this was a by-product of the City's Grants Review and suggested it would therefore be useful to have, in due course, some feedback as to whether this was working well and was an improvement on what had previously existed.

The Head of Cultural and Visitor Development reported that he had been very enthused by the interest shown in this theme and informed the Committee that a total of 16 applications had been received. He went on to report that, although it was anticipated that individual grants would not normally exceed £7,500, up to £10,000 may be considered for exceptional cases – many of the applications received had requested the £10,000 figure.

In response to questions regarding those applications that had been rejected by the Central Grants Unit before recommendations were presented to this Committee for approval, the Head of Cultural and Visitor Development clarified that all of the applications received were considered following the same protocol as that followed by the City Bridge Trust. The Assistant Town Clerk and Cultural Hub Director highlighted that those applications which had been rejected were also summarised within the report put to this Committee. Members recognised that they would therefore have the opportunity to question this and would also have the ability to set objectives and priorities going forward against which any future recommendations could be tested.

RESOLVED – That, Members approve the recommendations for applications received under the *Inspiring London through Culture* funding stream, a part of the City Corporation's Central Grants Programme.

16. **DECISIONS TAKEN UNDER URGENCY/DELEGATED SINCE THE LAST MEETING OF THE COMMITTEE**

The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, and in accordance with Standing Order No. 41.

RESOLVED – That Members note the decisions taken under delegated authority since the last meeting.

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

Committee Dinner Guest Speaker

In response to a question, the Chairman reported that neither she nor the Town Clerk had received a copy of the guest speaker’s speech ahead of the recent Committee Dinner.

The Head of Cultural and Visitor Development stated that he believed that the Director of Culture, Heritage and Libraries had been consulted on the speech ahead of the Committee Dinner.

18. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no additional, urgent items of business for consideration.

19. EXCLUSION OF THE PUBLIC

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

<u>Item No(s).</u>	<u>Paragraph No(s).</u>
20-24	3
25	1, 2 & 3
28	1, 2 & 3

20. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 5 December 2016 were considered and approved as a correct record.

21. LORD MAYOR'S STATE COACH - CONSERVATION AND REPAIR: ISSUE REPORT

The Committee received a report of the City Surveyor regarding the Conservation and Repair of the Lord Mayor’s Coach.

22. LORD MAYOR'S STATE COACH: REQUEST FOR DELEGATED AUTHORITY

The Committee considered and approved a report of the City Surveyor seeking delegated authority for the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Projects Sub Committee and the Culture, Heritage and Libraries Committee to approve a Gateway 5 report in March 2017 regarding works required on the Lord Mayor’s State Coach.

23. **TEN KEATS GROVE HAMPSTEAD - PROPOSED LICENCE RENEWAL TO KEATS COMMUNITY LIBRARY**
The Committee considered and approved a report of the City Surveyor regarding the renewal of a licence to Keats Community Library at Ten Keats Grove, Hampstead.
24. **A STAND ALONE VISITOR CENTRE FOR THE MONUMENT - DEVELOPING THE HERITAGE AND RETAIL OFFER**
The Committee considered and approved a joint report of the Head of Tower Bridge and the Director of Open Spaces presenting the outcome of a request by Members to engage a third-party consultant to undertake a feasibility study for developing the heritage and retail offering to visitors at the Monument.
25. **EXHIBITION TEAM RESTRUCTURE - RETAIL MANAGEMENT**
The Committee considered and approved a report of the Director of Open Spaces considering the successful retail element of the tourism business at Tower Bridge and presenting a proposal for effective resourcing in order to minimise the risks faced currently and also allow for future growth and development.
26. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions raised in the non-public session.
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no additional, urgent items of business for consideration in the non-public session.
28. **MINUTES**
The separately circulated, confidential minutes of the meeting held on 5 December 2016 were considered and approved as a correct record.

The meeting ended at 12.50 pm

Chairman

**Contact Officer:Gemma Stokley
Gemma/stokley@cityoflondon.gov.uk**

This page is intentionally left blank

BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Monday, 27 February 2017

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 27 February 2017 at 4.30 pm

Present

Members:

Andrew McMurtrie (Chairman)
Nigel Challis
Tom Hoffman

Deputy Jamie Ingham Clark
Patrick Streeter
Graham Packham (Ex-Officio Member)

In Attendance

Officers:

Julie Mayer - Town Clerk's

1. APOLOGIES

Apologies were received from Alderman-Elect Gregory Jones, QC (Deputy Chairman), Deputy Bill Fraser and Vivienne Littlechild.

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 20 October 2016 were approved as a correct record.

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

A Member enquired about the recent conviction of a retired Vicar, for indecent assaults committed against one victim between 1979 and 1981. Members asked for assurance as to safe recruitment procedures in both the Church of England and City of London Corporation.

The Town Clerk stressed that safeguarding and safer recruitment policies were very strong in the City of London Corporation and Members were generally confident about similar rigour within the Church of England. The Town Clerk agreed to contact the relevant officers in order to confirm these procedures and the boundaries of responsibility. The Town Clerk also agreed to contact the Church of England directly, in order to enquire as to the availability of a 'lessons learnt' report'.

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

There were no items of urgent business.

6. **EXCLUSION OF THE PUBLIC**

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

Item No	Paragraph No
7-10	3

7. **MINUTES**

The Non-public minutes of the meeting held on 20 October 2016 were approved.

8. **VISITS FROM THE VARIOUS BENEFICES**

Members provided updates on their recent visits to the various Benefices.

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

There were no questions.

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

The Chairman thanked Mr Nigel Challis who would not be standing for re-election as a Member of the Court of Common Council at the Elections in March. Members agreed that Mr Challis had been a valued member of the Benefices Sub Committee and was extremely knowledgeable about church matters nationally and in the City.

The meeting ended at 5.20 pm

Chairman

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

KEATS HOUSE CONSULTATIVE COMMITTEE

Thursday, 4 May 2017

Minutes of the meeting of the Keats House Consultative Committee held at Guildhall on Thursday, 4 May 2017 at 11.30 am

Present

Members:

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

In Attendance

Officers:

Julie Mayer	-	Town Clerk's
Vicky Carroll	-	Culture, Heritage and Libraries
Bob Warnock	-	Superintendent of Hampstead Heath
	-	

1. APOLOGIES

Apologies were received from Barbara Newman.

The Chairman thanked previous Members Ann Pembroke, who was not returned in the 2017 City Election and Dennis Cotgrove who stood down from the Court of Common Council this year.

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

There were no items.

3. MINUTES

The minutes of the meeting held on 27 October 2016 were approved.

Matters arising:

Damage to the Keats House finger post

The Superintendent of Hampstead Heath would ensure that Camden Council was contacted for an update in respect of a repair or replacement.

Licence Application and 200 Year Anniversary of Keats' Death

To be covered later in this agenda.

Keats House Web site

The Deputy Chairman challenged the current position in respect of a stand-alone web site for Keats House and offered his support in any subsequent business case submissions. This support was endorsed by the other Members of the Consultative Committee. Whilst accepting that on-line ticketing facilities could be complex, Members suggested that a simple marketing site, respectful of corporate branding should be possible, with the additional benefit of providing job enrichment for officers, as well as boosting ticket sales. The Chairman and Deputy Chairman offered to raise this matter at the next meeting of the Culture, Heritage and Libraries Committee, which receives the draft minutes of the Keats House Consultative Committee.

4. KEATS HOUSE PROGRESS, PERFORMANCE AND FUTURE PLANS

Members received a report of the Superintendent of Hampstead Heath which provided an update on progress, performance and future plans for Hampstead Heath.

During the discussion, the following points were highlighted and discussed:

1. Whilst events and private hires were increasing, there had been some decline in 'walk-in' sales. Officers advised that additional marketing capacity would be beneficial, even if part-time. Members noted that the Department of Open Spaces had a new Marketing Officer, with some capacity, and the Principal Curator had submitted a funding bid for a dedicated resource.
2. The restructure of the former Culture, Heritage and Libraries Department was working well and Keats House staff were very pleased with the geographical arrangements; ie the visibility of the Hampstead Heath Constabulary, who had been assisting duty managers at the House. Whilst welcoming visits from Open Spaces staff, Members representing Keats Community Library asked if they could be given notice where possible and asked if staff could wear name badges.
3. The Superintendent was working with the City Surveyor's Department to raise the profile of building maintenance and had seen some improved prioritisation for Keats House. Furthermore, Keats House had been transferred to the Facilities Management team, which has responsibility for the Heath, and the Assistant Property Facilities Manager been on site regularly with contractors. Members noted that the new City of London's Corporate Contractors would be on site in July this year for an inspection. The water damage in the Library was still outstanding and the Superintendent had ensured that this had been captured in the Facilities Manager's issues log for Keats House.

4. The HR arrangements had not changed, in order to provide continuity.
5. Garden visits were still being estimated by volunteers checking the garden periodically and entering the figures in the new till system. There were notices on the till and frequent reminders for volunteers to remember to count garden users. In the future, staff would like to install a digital counting system similar to those used on the Heath, at the site entrance, should funding become available.
6. The events programme had been particularly successful, with some 200 visitors to a recent Easter Family Day. A Member suggested introducing a collection box to the Poetry Ambassador events, as used at the family days.
7. School figures were up and the part-time Education Officer had been working on an HLF-funded project to engage young people with the heritage of Keats House, in partnership with Jacksons Lane.
8. The Ham & High were keen to use local stories and a Member of the Consultative Committee (also a Member of the Ham and High Association) offered to raise this at their next meeting.
9. 'OMG Keats!' had concluded, following a very successful partnership project with Jacksons Lane in Highgate. Members would be sent links to You Tube for the video and 'Chocolate films' and the Chairman offered to pass the film link to the two City of London Corporation Members who are in the film industry. Members noted that there would be an evaluation report from the Project Manager and there had been excellent feedback from parents. The Chairman was aware of a perception of some parts of London and the City being 'closed off' and was pleased that this, and similar Culture, Heritage and Libraries Committee initiatives sought to break down such barriers.
10. Members agreed that the current private hire pricing structure was very competitive and suggested they explore the possibility of fixed term bookings, rather than hourly rates.
11. Keats House Library members had supported the recent successful Keats House bid for Community Infrastructure Levy (CIL) funding and the Chairman and Deputy Chairman thanked them for their support. The funding would improve access to the grounds and toilets.
12. Staff would be at a full complement by the end of May this year; i.e. 4.5 FTEs, supported by approximately 50 volunteers. The Library Members asked for a list of staff and asked if they could please wear name badges. An induction loop was in place in the Library and this facility could be shared with the house. Some of the furniture in the Library had also been replaced.

13. The Library had made a successful bid to obtain a defibrillator and would seek advice, from the British Heart Foundation, as to the best place to locate it and then advertise its availability. All staff would be trained in its use and Members noted that one of the Hampstead Health Lifeguards was a qualified trainer.

14. The boilers were now working satisfactorily but some condensation issues were unresolved. Members noted that the new City of London Corporation contract would change the onus so that adequate operation and maintenance would fall within the contractor's remit.

15. In respect of the forthcoming Licensing Application, Members were supportive of the application and suggested, that Officers:

- look carefully at event pricing and aim to generate higher margins with fewer events.
- seek advice from the City of London Corporation's Licensing Team but to be mindful that Camden's Licensing Policy would be different.
- seek advice from specialist event companies who work with similar venues.

16. In respect of a potential future 'Poets in Residence' event, Members suggested the BBC radio website might provide possibilities. The use of 'Rap Poets' was also suggested, given its appeal to younger patrons.

17. The 200th Anniversary of Keats death in 2021 was at an early planning and research stage. Members suggested that the Apothecaries Company, the British Library and universities in the UK and overseas might be approached to get involved or provide support. The Keats Foundation was planning to commemorate the anniversary. Members suggested that a Working Party be set up and advice sought from officers in the former Culture, Heritage and Libraries Department, in light of the success of the Shakespeare and Great Fire Commemorations last year. Members agreed this presented an excellent opportunity for the House.

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

There were no further questions.

6. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no items.

The meeting ended at 1.00 pm

Chairman

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

This page is intentionally left blank

TO: CULTURE, HERITAGE AND LIBRARIES
COMMITTEE

Tuesday, 30 May 2017

FROM: POLICY AND RESOURCES COMMITTEE

Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

RESOLVED: that the following guidance be given to all Grand Committees:

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

This page is intentionally left blank

Committee: Policy & Resources Committee	Date: 16 March 2017
Subject: Appointment of Sub-Committee Chairmen	Public
Report of: Town Clerk	For Decision
Report authors: Simon Murrells, Assistant Town Clerk	

Summary

This report concerns the process for appointing chairmen of sub-committees. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board. In light of this, the Policy & Resources Committee decided that when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee, a convention is adopted whereby the Chairman submits his or her nomination for chairman of the sub-committee to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.

This proposal was promulgated to the various Committees and was met with a mixed response. It was also discussed at the all-Member informal meeting on 9 February, with differing views being expressed. The Policy Chairman agreed that the issue should be reconsidered. To assist Members, set out are several options for Members to consider, including retaining the status quo, implementing the convention proposed by this Committee for Grand Committee Chairmen to nominate the chairman of the sub-committees, election of chairmen of sub-committees by the Grand Committee and election of Sub Committee chairmen by the sub-committee itself.

At the informal meeting of all Members in February, it was suggested that the introduction of term limits for chairmen of sub-committees should also be considered and the views of Members are sought on that matter.

Recommendations

It is **recommended** as follows:

- a) that further consideration be given to the implementation of a new convention for the appointment of chairmen of sub-committees, namely, when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee a convention is adopted whereby the Chairman submits his or her nomination for chairman to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee;

- b) that consideration be given to the introduction of term limits for sub-committee chairmen.

Report

Background

1. This report concerns the recent review of the process for appointing chairmen of sub-committees.
2. The current arrangements for selecting the chairmen of sub-committees is for that to be determined by the relevant Grand Committee and quite often it can be the Chairman of the Grand Committee who takes on the responsibility, depending on circumstances. If not, it is usual practice for the sub-committee to decide, most often by election from amongst its membership. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board
3. In light of this, in December 2016 the Policy Committee proposed the introduction of a convention for the selection of sub-committee chairmen to ensure consistency across all Committees. The convention provides that, when a Chairman does not wish to be the chairman of a sub-committee and wishes a specific member to be appointed, the Chairman shall submit his or her nomination for chairman to the Grand Committee for approval. A resolution to that effect was circulated to all relevant Committees asking for the convention to be endorsed.
4. The Policy Committee based its decision on the following principles:
 - it should be accepted practice for the Chairman of a Grand Committee to chair any Sub-Committee appointed by it;
 - where the Chairman of a Grand Committee does not wish to chair a sub-committee, the Chairman should be able to nominate another Member of the Grand Committee with the necessary experience and qualities, for approval to fulfil that role; and
 - where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.
5. The Chairman of the Finance Committee was particularly supportive of the P&R recommendation. Under his Chairmanship of Finance, he has been able to propose and to gain support for some significant changes in the way sub-committees operate and who chairs them. These changes have enabled more Members to play a more valuable part in, and to contribute to, the Committee's overall work, whilst also recognising that sub-committees should be servants of the Grand Committee's policies and priorities. Any changes should not get in the way of these two objectives.

6. It was noted at the informal meeting that the Policy & Resources Committee would take another look at the position. In addition, several Members asked for consideration to also be given to whether terms limits should be introduced for Chairmen of sub-committees, as they are for Chairmen of Grand Committees.

Options for Chairmanship of sub-committees

7. There are several options open to Members to consider for how Chairmen should be selected for sub-committees, including the following:
 - i) Retain the status quo. Currently, a Grand Committee has the option of choosing who should take the chair of a sub-committee that it appoints. In a number of cases that is the Chairman of the Grand Committee but not always. Grand Committees can also decide to leave such matters to the sub-committee who usually select their Chairman through a process of election. This has been the position for a number of years.
 - ii) Adopt the convention agreed by the Policy & Resources Committee in December, as described in paragraphs 3 and 4 above. This provides for a process whereby the Chairman of a Grand Committee does not wish to chair a sub-committee and has instead identified another Member for that role with the necessary experience and qualities. In those circumstances, the Chairman would submit his or her nomination to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee who would nominate themselves.
 - iii) Grand Committees to appoint all sub-committee chairmen. In this case, when sub-committees are appointed (which they are annually), the Grand Committee would be asked to decide at that stage who should take the chair. This could be the Chairman of the Grand Committee or by inviting eligible Members of the Grand Committee to nominate themselves, followed by an election if there is more than one candidate.
 - iv) Sub-committees to appoint their own chairmen. In this case, the question of chairmanship would be left entirely to the sub-committee to decide, usually by election. Whilst this is an option, it should be noted that there are a number of sub-committees where Members may consider it appropriate, because of the nature of the business ie: it is sensitive or strategic, for the Chairman of the Grand Committee to be the chairman. In those circumstances, imposing such a rigid rule may not serve the City Corporation's best interests as it does not allow for any flexibility.
8. It should also be noted that the Chief Commoner automatically chairs several sub-committees including the Privileges Sub-Committee.

Term Limits

9. At the informal meeting of all Members reference was made to the possibility of introducing terms limits for chairmen of sub-committees. Currently there are no restrictions on the number of terms (or years) that a Member can serve as chairman of a sub-committee as there are for Grand Committees (there are, however, conventions affecting the chairmanship of the Property Investment Board, Financial Investment Board and Social Investment Board, all of which report directly to the Court of Common Council). Standing Orders provide for the Chairmanship of most Grand Committees to be no more than three years with three exceptions - the Policy & Resources and Finance Committees where the term is a maximum of five years and the Police Committee where the term is no more than four years.
10. Members' views are sought on whether term limits should be introduced for chairmen of sub-committees and, if so, what the term should be eg: three years. If Members decide to introduce a term limit, it would be prudent, where the Chairman of the Grand Committee chairs the sub-committee, for any limit to correspond with the term of chairmanship of the relevant Grand Committee.
11. Members should bear in mind that in a number of cases sub-committees are appointed to give more detailed consideration to certain topics and, over time, chairmen can develop an expertise and considerable knowledge of the area. This does, however, need to be balanced against the need for others to be given opportunities to serve and to bring fresh skills and experience to the work of the sub-committee. The loss, through the imposition of a term limit, of an experienced chairman does not necessarily mean that individual and their knowledge of a particular topic need be lost to the sub-committee.

Conclusion

12. The proposed convention agreed by the Policy & Resources Committee for appointing chairmen of sub-committees has been met with mixed views and at the recent informal meeting of all Members it was noted that the Committee would look again at the matter. This report asks Members to review the position and sets out some options that could be considered. It also asks Members for a view on whether a term limit should be introduced for chairmen of sub-committees and, if so, what that term should be.

Simon Murrells

Assistant Town Clerk

T: 020 7332 1418

E: simon.murrells@cityoflondon.gov.uk

Committee:	Date:
Culture, Heritage and Libraries Committee	30 May 2017
Subject: Appointment of the Benefices Sub Committee and appointments to the Keats House Consultative Committee 2017/18	Public
Report of: Town Clerk	For Decision
Report author: Julie Mayer	

Summary

The purpose of this report is to ask the Culture, Heritage and Libraries Committee to appoint the Benefices Sub-Committee for 2017/18, which receives nominations from the whole Court of Common Council, and approve its composition and Terms of Reference. The Committee is also asked to appoint two of its Members to serve on the Keats House Consultative Committee and approve its composition and Terms of Reference.

Details of the composition and Terms of Reference of the Benefices Sub-committees are set out in **Appendix A**. The Sub Committee has 8 vacancies and, at the time of dispatching the agenda, 7 Members, from the Court of Common Council have expressed an interest in serving.

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

Recommendations

The Committee is asked to:

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

Main Report

1. The purpose of this report is to consider the appointment of the Benefices Sub-Committee for 2017/18 and to approve its composition and Terms of Reference. In addition, the Culture, Heritage and Libraries Committee is asked to appoint two of its Members to serve on the Keats House Consultative Committee.

Keats House Consultative Committee

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

Benefices Sub Committee

3. At the Culture, Heritage and Libraries Committee on 2 March 2015, Members agreed to widen the field of nominees to the Benefices Sub Committee, in order to build a pool of Members who would be able and willing to make a *Declaration of Membership**, should the need arise. **(Please see Appendix A)**
4. The new arrangements have worked well and, over the past two years, Sub-Committee Members have shared a programme of visits to the City's Benefices. All Members of the Court have been canvassed for nominations, there are 8 vacancies and the following Members have expressed an interest in serving. The Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee serve as ex-officios:
 1. Ann Holmes
 2. Alderman Gregory Jones
 3. Tom Hoffman
 4. Lord Mountevans
 5. Andrew McMurtrie
 6. James de Sausmarez
 7. Jamie Ingham Clark

Conclusion

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

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

2. **Benefices Sub Committee: Current Membership 10**

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

Meetings in 2016/17 3

2.1 **The Chairman of this Sub Committee is elected from amongst its membership. In 2016/17 the Membership comprised:**

Chairman of the Grand Committee (Ex-officio)
Deputy Chairman of the Grand Committee (Ex-officio)
1. Andrew McMurtrie – Chairman (2016)
2. Gregory Jones QA – Deputy Chairman (2016)
3. Nigel Challis
4. Jamie Ingham Clark
5. Deputy Billy Dove
6. Deputy Bill Fraser
7. Tom Hoffman
8. Patrick Streeter

The Benefices Sub Committee elect a Chairman and Deputy Chairman from their Membership.

2.2 **Terms of Reference:**

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

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

APPENDIX B
Keats House Consultative Committee

2 Members to be appointed by the Grand Committee (in addition to the Chairman and Deputy Chairman as ex-officio appointments). Members are asked to note that in 2016/17 the Grand Committee appointed a third Member, as an exception.

Meetings in 2016/17 – 3

1.1 The current composition is as follows:

Name	Representing
Vivienne Littlechild	Chairman (Ex-officio)
Graham Packham	Deputy Chairman (Ex-officio)
Barbara Newman	Culture, Heritage and Libraries Committee
Jeremy Simons	Culture, Heritage and Libraries Committee
Clare James	Hampstead Heath, Highgate Wood and Queen's Park Committee
Nigel Steward	Heath and Hampstead Society (<i>Mr Steward will be retiring as a trustee in June and Mr Humphery will cover this role in the short term, until a replacement is found</i>)
Bob Hall	Keats Foundation
Jim Burge	Heath Hurst Road Residents' Association
Stephen Bobasch	Keats Community Library
David Kitchen	South End Green Association
Harriet Cullen	Keats-Shelley Memorial Association
Martin Humphery	Hampstead Conservation Area Advisory Committee

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

Terms of Reference:-

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

Committee	Dated:
Culture, Heritage and Libraries Committee	30 May 2017
Subject: Departmental Business Plans 2017/18	Public
Report of: Town Clerk, Director of Open Spaces and Director of Community and Children’s Services	For Decision
Report authors: Paul Debusse, Head of Business Support, Town Clerk’s Esther Sumner, Business Manager, Open Spaces Lorraine Burke, Head of Policy, Projects & Programmes, Community and Children’s Services	

Summary

This report presents for approval the business plans for 2017/18 for the Departments that provide services for which this Committee is responsible: Town Clerk’s Department - Cultural Services; Department of Community and Children’s Services – Barbican and Community Libraries, and Department of Open Spaces. Drafts of the high-level plans were presented to your Committee in February.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide initial feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendations

Members are asked to:

- Note the draft Corporate Plan 2018-23 (Appendix 7) and provide initial feedback on the content
- Approve the high-level and detailed departmental business plans from:
 - Town Clerk’s Department – Cultural Services (Appendices 1 and 2)
 - Department of Open Spaces (Appendices 3, 4, and 5)
- Approve the high-level business plan from the Department of Community and Children’s Services - Barbican & Community Libraries (Appendix 6).

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation’s Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:

- Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;
 - Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. This report presents at Appendices 1, 3 and 6 the high-level plans for the departments that provide services for which this Committee is responsible:
- Town Clerk’s Department – Cultural Services
 - Department of Open Spaces
 - Community and Children’s Services – Barbican and Community Libraries
6. The high-level plans are supported by more detailed plans for 2017/18 for the Town Clerk’s – Cultural Services and Department of Open Spaces (Appendices 2 and 4). These provide more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.

7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members' demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Town Clerk's Department – Cultural Services

8. This is the first business plan to be produced by the newly created Cultural Services division of the Town Clerk's department. The plan has been developed in consultation with departmental senior managers and their teams.
9. The revised management and operational structure has presented an opportunity to review the current service provision with a view to enhancing and improving the offer, within the available resources.
10. Service improvement work has begun and will continue over this and future business planning periods. Work will focus on achieving the two service ambitions that have been developed to support and align with Corporate Plan outcomes and the overall vision for the service. The ambitions are:
 - The City of London is a must-see destination with global resonance.
 - The City's archives, libraries, museums and art collections are accessed by audiences the world over and recognised as an unrivalled resource in a cultural and heritage context.

Department of Open Spaces

11. A title of "Open Spaces & Heritage" for the Open Spaces Department's Business Plan has been adopted to reflect the widening of the department's activities to include Tower Bridge, Monument and Keats House. Colleagues across the Department have enthusiastically welcomed their new colleagues and the teams are looking forward to closer collaboration and exploring the synergies that exist across the department. It was therefore thought to be helpful to draw the activities of the whole department into a single business plan.
12. The new approach to business planning has required departments to state their ambitions in addition to objectives and activities. The ambitions proposed within the business plan are intended to reflect the full scope and outcomes of our activities and therefore our outcomes for people, our role ensuring that our heritage assets are both protected and accessible, and the leadership we can contribute within our sectors. The services objectives proposed have been amended from the previous plan to reflect the broadened scope of the department and to reflect our ambitions. An objective on efficiency, equalities and workforce satisfaction has been included to assist us in meeting our ambitions and focuses on how we are undertaking our activities.
13. A series of performance indicators were developed to support last year's Open Spaces Business Plan. The relevant indicators for Tower Bridge, Monument and

Keats House have been drawn into this year's plan. Work is being undertaken to move from output based monitoring to outcomes.

14. The summary business plan, detailed business plan and selected performance indicators are attached as Appendices 3, 4 and 5. Further detail is available on request.
15. Equalities: Objective 5 of the Open Spaces & Heritage Business Plan makes specific reference to equalities, and this is being met by the establishment of a new equalities board within the department which will lead on ensuring that our services are accessible and inclusive to all. The department is committed to meeting its obligations under equalities legislation and will facilitate the application of best practice amongst staff.
16. Finance: 2017/18 is the final year of the three-year savings programme which started in 2015/16. The department decided to meet these savings requirements through a projects and programmes approach. This approach is continuing within the department and it intended to use it in continuing to seek further efficiencies. The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes).

Community and Children's Services – Barbican and Community Libraries

17. The new Department of Community and Children's Services (DCCS) detailed business plan was approved by the Community and Children's Services Grand Committee on 10 May 2017.
18. The new DCCS Business Plan has been developed in consultation with departmental senior managers and their teams. Activities and engagement took place with all teams across the department to capture staff views on the priorities we should focus on and the outcomes that are important to the users of our services. In interactive sessions staff and managers came up with suggestions for their services. These ideas were captured and distilled into an outcomes framework for the department.
19. A set of key performance indicators from across all the DCCS divisions, have been identified that will allow progress against outcomes to be measured. These are supported by a wide range of other performance indicators that will be used to support the monitoring and reporting of departmental activities to the Community and Children's Services Committee on a quarterly basis.
20. The high-level business plan for Barbican and Community Libraries is presented at Appendix 6 for approval. This provides a summary of the new DCCS priority objectives, the ways that Barbican and Community Libraries will contribute to delivering objectives and the measures that will be used to track progress.

Corporate Plan 2018-23

21. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
22. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed, and use this information to help inform future decisions.
23. A draft of the Corporate Plan is presented at Appendix 7 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
24. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
25. Formal consultation will also take place with staff, partners and other stakeholders from September.
26. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Conclusion

27. This report presents the business plans for: Town Clerk's – Cultural Services and Open Spaces for approval, the Community and Children's Services – Barbican and Community Libraries high level plan for approval and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

Appendices

1. Town Clerk's Cultural Services: High-level departmental plan
2. Town Clerk's Cultural Services: Detailed Business Plan
3. Department of Open Spaces: High-level departmental plan
4. Department of Open Spaces: Detailed Business Plan
5. Department of Open Spaces: Selected performance indicators
6. Barbican and Community Libraries: High-level business plan
7. Draft Corporate Plan 2018-23

Background Papers

February 2017: Draft Business Plans for Culture, Heritage and Libraries

Neil Davies

Corporate Performance Manager

T: 020 7332 3327

E: neil.davies@cityoflondon.gov.uk

We educate, engage and inform, through the discovery of our culture and heritage.

Our ambitions are that:

- The City of London is a must-see destination with global resonance.
- The City's archives, libraries, museum and art collections are accessed by audiences the world over and recognised as an unrivalled resource in a cultural and heritage context.

What we do is:

- Provide information and library services for the public, nationally and internationally.
- Provide the strategic framework for the development and promotion of the City as a cultural and visitor destination.
- Provide visitor attractions and access for all to City Corporation collections.
- Support, connect and enable London's cultural, heritage and tourism sectors.
- Engage with the diverse communities we serve through compelling cultural events and activities
- Collect, preserve and make accessible London's archive collections, on site and digitally.
- Deliver enterprise and employability strategies through supporting SMEs and business hubs.

Our budget is:

Section	£000
Guildhall Library, Police Museum and City Business Library	1,415
Guildhall Art Gallery	357
London Metropolitan Archives	1,895
City Records Services	1,066
Visitor Services and City Information Services	587
Outdoor arts programme (new City of London Festival)	357
Total	5,677

Our top line objectives are:

To

1. Deliver a new Culture Strategy and a new Visitor Strategy for the City (2017-22).
2. Work towards full accessibility across Guildhall Library collections through a programme of cataloguing, preservation, digitisation and promotion.
3. Ensure the City of London Police Museum is a recognised attraction for visitors to the City.
4. Facilitate City Corporation support for the Mayor's London Borough of Culture Programme.
5. Establish strategic tourism alliance between City and Greenwich.
6. Review operations and resourcing at City business Library to ensure a robust and relevant business model going forwards
7. Review operations at Guildhall Art Gallery to ensure a robust and sustainable business model going forwards

What we'll measure:

1. Deliver a new Culture Strategy and New Visitor Strategy by Dec 2017.
2. Ensure that at least 70% of any un-catalogued material is indexed.
3. Achieve 30,000 visitors to the Police Museum by the end of year 1.
4. Support package agreed with the GLA and working group established by May 2017
5. Performance targets for alliance agreed by May; first phase targets achieved by year end

8. LMA to retain Archive Service Accreditation by successfully completing the review stage (three years post award)
9. LMA to mark the 950th anniversary of the City of London's extensive archives through a programme of celebratory events and further widening of digital access.
10. Develop options for LMA's accommodation, particularly in relation to the Cultural Hub.
11. Build on Guildhall Library's success in events and exhibitions; deliver a spectacular series of events in partnership with Tower Bridge, Guildhall School of Music & Drama, Close up Opera and other partners as appropriate.
12. Develop and promote a Guildhall Library subscription-based Friends scheme.
13. Ensure the 2016 bequest of the Richard Whittington Collection undergoes a programme of conservation, promotion and digitisation.
14. Establish the new model for the City of London Festival.

How we plan to develop our capabilities this year

- Implement the City Corporation apprenticeship scheme across our services to deliver learning for participants and capacity for teams
- Provide training in upselling for City Information Centre casual staff to drive increased revenue.
- Establish a volunteer scheme at Guildhall Art Gallery and the City of London Police Museum to improve visitor welcome.
- Develop staff in the best use of technology, community engagement and collaborative partnership throughout the services.
- Develop staff with the appropriate skill set in Guildhall Library to fundraise effectively and contribute to a fundraising strategy, in order to recognise increased income generation and future endowment for the City's collections.

What we'll measure:

6. Transition City business Library to a membership only library through the introduction of a tiered scheme offering varying access to paid services by Oct 2017. Expand the accessibility of the City Business Library through increased remote access by Dec 2017
7. Proposals considered by Committee Dec 2017.
8. Archive Service Accreditation retained
9. 60k new digitised images to be made available publicly
10. Options appraisal completed and future pathway identified
11. Deliver 2 events by Dec 2017
12. Deliver 2 Friends events by the end of Dec 2017.
13. The collection will be fully accessible to the public, in both digital and hard copy formats by the end of Dec 2017
14. Delivery team and partners established by June 2017; Londinium Romanum festival delivered Aug to Oct 2017.

What we're planning to do in the future:

- Facilitate delivery of the 'Illuminated River' project for the City's bridges
- Facilitate the London Landmarks Half Marathon (led by Tommy's) in March 2018, promoting the City's cultural offer as part of this
- Contribute to the national celebration of Dickens' sesquicentenary in 2020, working title 'Waking Dickens'.
- Consolidate and develop LMA's services to support good public governance through records management, Data Protection and Freedom of Information
- Lead London wide celebrations of anniversaries related to the collection holdings of Guildhall Library and the Police Museum comprising special events, lectures and exhibitions, in partnership with other institutions.



Town Clerk's Department, Cultural Services

Business Plan 2017-2020

*'We educate, engage and inform, through the
discovery of our culture and heritage'*

Responsible Officer: Peter Lisley, Assistant Town Clerk
Contact: Paul Debuse, Head of Business Support

Introduction

1. This is the first business plan to be produced by the newly created Cultural Services division of the Town Clerk's Department. It coincides with significant changes to the City of London Corporation's business planning process, which will be rolled out over several years. A high level business plan covering this service has previously been produced and submitted to the Culture, Heritage and Libraries Committee in draft form, this document provides a more detailed look at the work that is planned within the service over the coming business planning period.
2. The Town Clerk's Cultural Services Division consists of Guildhall Library, City Business Library, The City of London Police Museum, the Guildhall Art Gallery and Roman Amphitheatre, the London Metropolitan Archives, the City Information Centre, the City's Outdoor Arts Programme and Cultural and Visitor Development. The division provides the following services and activities:
 - Information and library services for the public, nationally and internationally.
 - The strategic framework for the development and promotion of the City as a cultural and visitor destination.
 - Access for all to City Corporation visitor attractions and collections.
 - Supporting, connecting and enabling London's cultural, heritage and tourism sectors.
 - Engaging with the diverse communities we serve through compelling cultural events and activities
 - Collecting, preserving and making accessible London's archive collections, on site and digitally.
 - Delivering enterprise and employability strategies through supporting SMEs and business hubs.
3. The revised management and operational structure has presented an opportunity to review the current service provision with a view to enhancing and improving the offer, within the available resources. Early development work has focused on three main themes:
 - Working together – The new management team has explored ways to fully integrate the three main cultural service areas into one cohesive unit, the benefits gained from these closer working arrangements include better co-ordination of promotional activity and shared best practice. Work will continue in this area to increase the efficiency and effectiveness of the service.
 - Maximising Opportunities – The Cultural Hub Programme offers a fantastic opportunity to promote the services provided by the division, linking in with the corporate strategy. Close working with the Cultural Hub team will ensure that promotional activity associated with the hub and strands of the Cultural Hub strategy feature the varied services on offer.

- Sustainable services – Looking to a future of reducing resources, a programme of service reviews has been developed to ensure that the Cultural Services division will be prepared for future efficiency drives; that the services offered are relevant and sustainable; and that the best use is made of current and future emerging technology.

Vision and Ambitions

4. The Cultural Services vision statement has been refined this year following the management and structural change. The simplified vision reflects more closely the services provided. The vision is:
‘We educate, engage and inform, through discovery of our culture and heritage’.
5. Supporting the vision, two key ambitions have been developed which describe the aspirations for the future of the service and align with the Corporate Plan outcomes. The ambitions are:
 - The City of London is a must-see destination with global resonance.
 - The City’s archives, libraries, museums and art collections are accessed by audiences the world over and recognised as an unrivalled resource in a cultural and heritage context.
6. To work towards achieving the ambitions for the service, key objectives have been identified for this business planning period, each with performance and outcome measures. The detail of these objectives is set out in Appendix 1.

Looking Ahead

7. Future projects and activities that will help towards achieving our ambitions are also currently being considered. These are in the early stages of planning, they include the following:
 - Facilitate delivery of the ‘Illuminated River’ project for the City’s bridges
 - Facilitate the London Landmarks Half Marathon (led by Tommy’s) in March 2018, promoting the City’s cultural offer as part of this
 - Contribute to the national celebration of Dickens’ sesquicentenary in 2020, working title ‘Waking Dickens’.
 - Consolidate and develop LMA’s services to support good public governance through records management, Data Protection and Freedom of Information
 - Lead London-wide celebrations of anniversaries related to the collection holdings of Guildhall Library and the Police Museum comprising special events, lectures and exhibitions, in partnership with other institutions.

Organising for success

7. A financial statement for the division is given at Annex 2; this details the original 2017-18 total net budget of £5,677k. A structure chart is provided at Annex 3.

8. Through shared services and partnerships we continue to explore ways of working that reduce the monetary and resourcing costs to the organisation begun as part of the Service Based Review.
9. Staff learning and development continues to be a priority as part of our overall Investors in People commitment. Organisational change is a key driver in reviewing our workforce skills and future needs.
10. Information and services are provided which are accessible to all our service users. As part of the corporate commitment to equal opportunities, there is a responsibility to ensure that the services provided meet the criteria in the Public Sector Equality Duty.
11. The Division hosts Work Experience students including those from the City Academies, internships from London universities and volunteers across the services. Its City Information Centre delivers training and development opportunities on a national scale. Focus this year will be on the City Corporation's Apprentice scheme, which will offer opportunities to young people to gain valuable work experience and formal training leading to recognised qualifications.
12. Other initiatives planned that will boost our capabilities include:
 - Providing training in upselling for City Information Centre casual staff to drive increased revenues
 - Establishing a volunteer scheme at Guildhall Art Gallery and the City of London Police Museum to improve visitor welcome.
 - Developing staff in the best use of technology, community engagement and collaborative partnership throughout the services.
 - Developing staff with appropriate skills to fundraise effectively and contribute to a fundraising strategy, in order to recognise increased income generation and future endowment for the City's collections
13. In line with corporate policy, the division has detailed and annually reviewed business continuity plans for our various sites. London Metropolitan Archives (LMA) has been designated as the corporate Disaster Recovery Centre for key City departments in the event of Guildhall being affected by a major emergency.
14. The identified significant business risks for the division are set out in the Risk Register at Annex 4. Health and Safety risks are also regularly monitored, updated and discussed by the Cultural Services H&S Coordinators Group and will be reported as appropriate.

15. The priority of optimising use of space both for frontline services and collections storage across sites remains unchanged. The Cultural Services Division regularly consults visitors to its services and understands user requirements through City residents meetings, national and local visitor surveys and recorded comments. The need for efficient use of existing space includes a requirement constantly to evaluate the service being provided in each property to ensure that service is being delivered in accordance with the wishes of users and the Corporate Property Asset Management Strategy. Forthcoming capital projects are set out in Annex 5.
16. Staff consultation is through dedicated business planning meetings (All Staff meetings; Senior Manager Forums; Staff Survey; and all services have regular team meetings) where the department's priorities for the coming year are communicated and discussed. Our in-house staff newsletters ensure messages about staff, new policy, procedures and departmental initiatives are passed up and down the structure engaging staff at all levels.

Appendices

- Annex 1 Key Objective Plans 2017/18
- Annex 2 Finance Statement 2017/18
- Annex 3 Structure Chart
- Annex 4 Risk Register
- Annex 5 Capital Projects

Contacts:

Peter Lisley, Assistant Town Clerk

Nick Bodger, Head of Cultural and Visitor Development

Geoff Pick, Director of London Metropolitan Archives

Sara Pink, Head of the Guildhall & City Business Libraries

Paul Debusse, Head of Business Support, Town Clerk's Department

Town Clerk's Cultural Services – Key Objectives 2017-2018

Ambition		<i>The City of London is a must-see destination with global resonance</i>		
Aligns to Corporate Plan:		<i>The Square Mile is known for world-leading culture and creativity</i>		
	Key Objectives	Measure of Success/Outcome	Target Date	Lead Officer
1.1	Deliver a new Culture Strategy for the City (2017-22).	<ul style="list-style-type: none"> A Culture Strategy is produced that is closely aligned to and maximises the opportunities offered by the Cultural Hub programme as well as the wider cultural offer in the City, especially heritage. 	Dec 2017	Nick Bodger
1.2	Deliver a new Visitor Strategy for the City (2017-22).	<ul style="list-style-type: none"> A Visitor strategy is produced that is closely aligned to the ambitions of City stakeholders and those of the agencies that support all London in a touristic context. 	Dec 2017	Nick Bodger
1.3	Facilitate City Corporation support for the Mayor's London Borough of Culture Programme	<ul style="list-style-type: none"> City support of the programme is widely recognised and delivers significant and measureable value to the winning boroughs, aligning with the City supporting London agenda Package agreed between partners 	September 2017	Nick Bodger
1.4	Establish a strategic tourism alliance between the City and Greenwich	<ul style="list-style-type: none"> Performance targets for alliance agreed by May 2017 First phase targets achieved by March 2018 	May 2017 March 2018	Nick Bodger
1.5	Establish the new model for the City of London Festival.	<ul style="list-style-type: none"> Delivery team and partners established Londinium festival delivered 	June 2017 Aug to Oct 2017	Nick Bodger

Ambition	<i>The City's archives, libraries, museum and art collections are accessed by audiences the world over and are recognised as an unrivalled resource in a cultural and heritage context.</i>			
Aligns to Corporate Plan:	<i>People live enriched lives and reach their potential The Square Mile is known for world-leading culture and creativity</i>			
	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.1	Work towards full accessibility across Guildhall Library collections through a programme of cataloguing, preservation, digitisation and promotion	<ul style="list-style-type: none"> The Guildhall Library Collections become accessible to more service users. Ensure that at least 70% of any un-catalogued material is indexed 	March 2018	Sara Pink
2.2	LMA to retain Archive Service Accreditation by successfully completing the review stage (three years post award)	<ul style="list-style-type: none"> The LMA's excellent reputation as a world class archive is maintained. Archive Service Accreditation retained 	July 2018	Geoff Pick
2.3	LMA to mark the 950 th anniversary of the City of London's extensive archives through a programme of celebratory events and further widening of digital access.	<ul style="list-style-type: none"> The Profile of the archive is raised through the events resulting in growth in volume of service users. Celebratory events held throughout the year. 60k new digitised images to be made available publicly 	December 2017 March 2018	Geoff Pick
2.4	Develop options for LMA's accommodation, particularly in relation to the Cultural Hub	<ul style="list-style-type: none"> The new accommodation improves and enhances the access to and experience of the archive for the users of the service. Options appraisal completed and future pathway identified 	March 2018	Geoff Pick

	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.5	Deliver a spectacular series of events in partnership with Tower Bridge, Guildhall School of Music & Drama, Open Spaces and other partners as appropriate	<ul style="list-style-type: none"> Build on Guildhall Library's success in events and exhibitions, enhancing the profile of the library as a resource and building working relationships with partners. Deliver 2 partnership events outside the library spaces to ensure art and culture are accessible to all 	Dec 2017	Sara Pink
2.6	Develop and launch a Guildhall Library subscription-based Friends scheme.	<ul style="list-style-type: none"> The benefits of the Friends subscription scheme are to introduce paid for membership and increase to the endowment of the Guildhall Library Centenary Fund. Deliver 2 Friends events. 	Dec 2017	Sara Pink
2.7	Ensure the City of London Police Museum is a recognised attraction for visitors to the City	<ul style="list-style-type: none"> Through Promotional activity, the profile of the Police Museum is raised so that it becomes a recognised attraction for visitors to the City. Achieve 30,000 visitors to the Police Museum by the end of year 1. 	March 2018	Sara Pink
2.8	Ensure the 2016 bequest of the Richard Whittington Collection undergoes a programme of conservation, promotion and digitisation.	<ul style="list-style-type: none"> The collection will be fully accessible to the public, in both digital and hard copy formats 	Dec 2017	Sara Pink
2.9	Review operations and resourcing at City business Library	<ul style="list-style-type: none"> The City business Library has a robust and relevant business model going forwards Transition City business Library to a membership only library through the introduction of a tiered scheme offering varying access to paid services Expand the accessibility of the City Business Library through increased remote access. 	Oct 2017 Dec 2017	Sara Pink

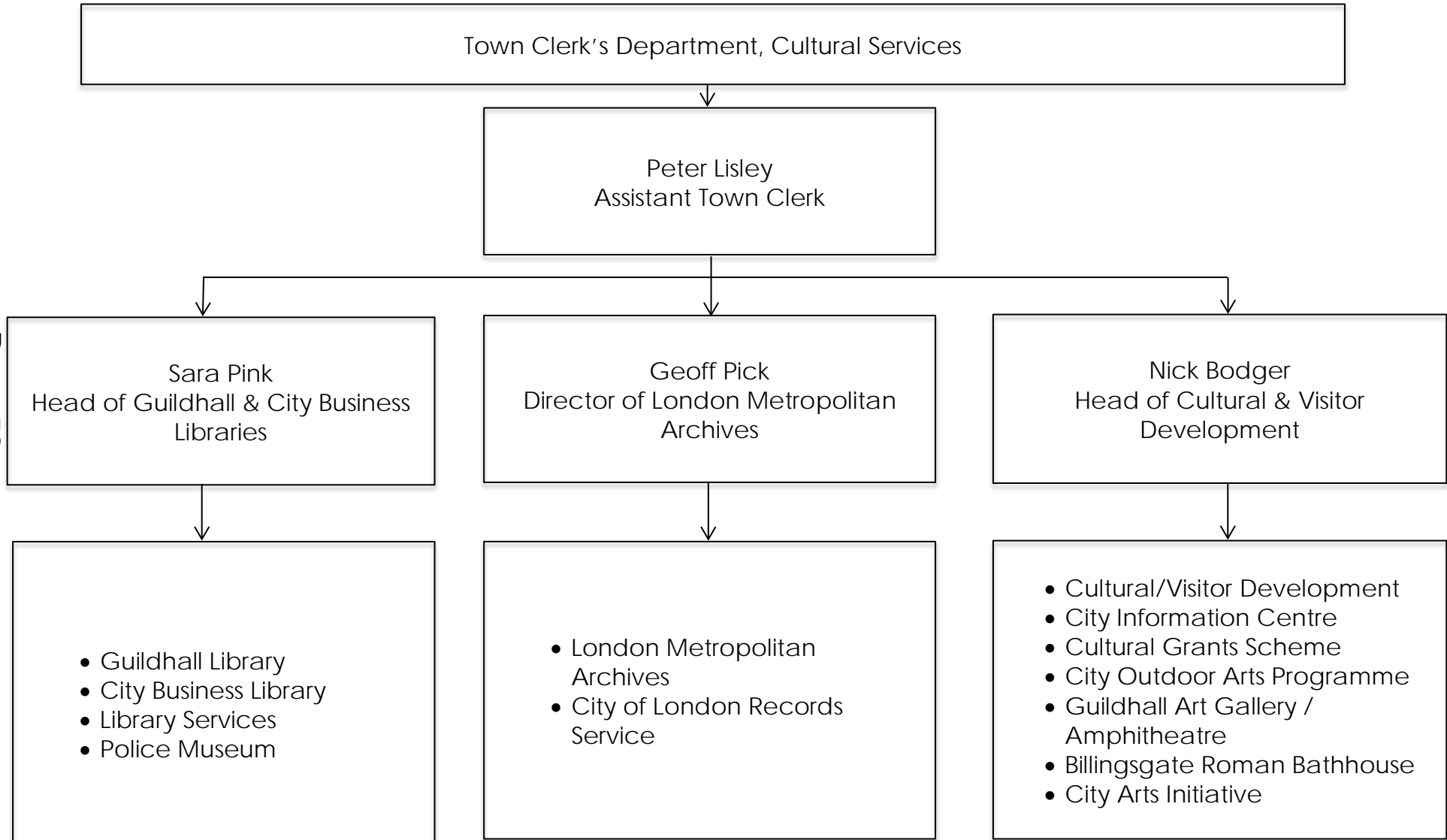
	Key Objective	Measure of Success/ Outcome	Target Date	Lead Officer
2.10	Review operations at Guildhall Art Gallery	<ul style="list-style-type: none"> • The Guildhall Art Gallery has a robust and sustainable business model enabling business success • First phase proposals considered by Committee 	Dec 2017	Nick Bodger

Town Clerk's Cultural Services – Original Budget 2017-2018

Town Clerk's Cultural Services Division							
	Guildhall Library and City Business Library	Guildhall Art Gallery	London Metropolitan Archives	City Records Services	Visitor Services and City Information Centre	Outdoor Arts Programme	Total
	£000	£000	£000	£000	£000	£000	£000
Expenditure Type							
Employee Expenses	1,134	317	2,047	1,004	488	0	4,990
Premises Expenses	1	0	72	28	27	0	128
Transport Expenses	1	0	0	14	2	0	17
Supplies and Services	344	80	110	61	237	357	1,189
Total Expenditure	1,480	397	2,229	1,107	754	357	6,324
Income	(65)	(40)	(334)	(41)	(167)	0	(647)
Total Local Risk	1,415	357	1,895	1,066	587	357	5,677

Town Clerk's Cultural Services – Structure Chart

Page 52

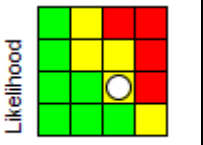
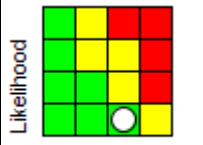



Town Clerks Cultural Services

Report Author: Paul Debusse

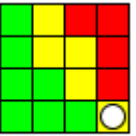
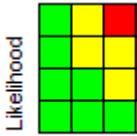

Generated on: 17 May 2017



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CS 005 Heritage collections conservation and storage facilities. 10-Jun-2016 Peter Lisley	Cause: Our systems for storing, conserving and making accessible the heritage collections we look after fail. Event: Unique heritage material of national significance may be damaged, destroyed or lost. Impact: Either the loss of the material or the associated reputational damage to CoL.		8	No change to outcome or risk from Quarter 1. 17 May 2017		4	31-Dec-2017	

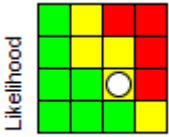
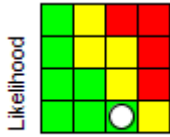

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 005a	Ensure high and appropriate professional standards are maintained in all areas where heritage material is stored through staff training and monitoring.	Recruitment processes help to ensure that professionally qualified staff are employed. Regular on site training must continue to be provided.	Geoff Pick	17-May 2017	31-Dec 2017
CS 005b	Ensure that effective security measures are kept in place around access, and permissions to access areas and materials.	Security measures are reviewed regularly, especially when a member of staff leaves or a new member starts. Advice is taken from Guildhall Security and the City of London Police as necessary.	Tim Harris; Jeremy Johnson	17-May 2017	31-Dec 2017

CS 005c	Ensure that CoL service departments involved in such areas are educated in the importance of the material stored. Liaison and appropriate training to be maintained.	Some liaison has been done with City Surveyor's staff to raise awareness of CHL requirements, both at liaison meetings and through staff tours of our sites.	Tim Harris	17-May 2017	30-June 2018
CS 005d	Ensure that CHL maintains an appropriate complement of professionally trained conservation staff.	The needs of the service are reviewed in terms of all resources on an annual basis by the relevant Service Heads. This includes cover for maternity, sickness absence etc. as required to maintain an appropriate professional staffing contingent.		17-May 2017	31-Dec 2017

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
TC CS 008 Major events/incidents occur that affect London 10-Jun-2016 Peter Lisley	Cause: Major events/incidents affecting London (natural environmental events, economic events or acts of terrorism). Event: Access/egress to and from our services and events in areas of London is restricted. Impact: A significant drop in footfall and income.	 Likelihood	8	These events are outside of our control however, we continue to liaise with all relevant bodies to minimise the impact as much as possible. All events arranged by us will be risk assessed and back-up arrangements made where possible. 17 May 2017	 Likelihood	8	31 March 2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 008a	Develop and keep under review, business continuity plans for each service/asset replacing previous CHL plan; to be invoked in the event of incidents occurring.	Service heads to develop plans for the Gallery, City Information Centre, LMA, City Business Library, Guildhall Library and Police Museum	Nick Bodger / Sara Pink / Geoff Pick	17 May 2017	30 September 2017
CS 008b	Ensure good lines of communication between Town Clerk's cultural services/activities and the CoL central Security & Contingency Planning teams.	Timely liaison takes place between service leads and Security & Contingency Planning teams to ensure a robust response to security issues; all events are risk assessed by event planners and agreed with relevant security, highways and/or health and safety personnel	Nick Bodger / Sara Pink / Geoff	17 May 2017	31 March 2018
CS 008c	Ensure Town Clerk's cultural assets are resilient to a level agreed with CoLP and relevant Security & Contingency personnel	New security measures to be implemented at Guildhall & City Business Library and Police Museum to align with Guildhall protocols	Sara Pink / Dorian Price	17 May 2017	September 2017

CS 008d	Work with London’s promotional agencies to instil confidence in markets following a major incident or environmental disaster (such as flooding)	Respond to support campaigns and messages as appropriate	Nick Bodger	17 May 2017	31 March 2018
---------	---	--	-------------	-------------	---------------

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
TC CS 001 Security of collections held within the Department’s Art Gallery premises 09-Mar-2015 Peter Lisley	Cause: Vandalism of a statue/destruction of a painting or other work of art. Event: Damage to our historic and cultural collections. Impact: Artworks would be removed from public view and attract adverse press coverage.	 Likelihood Impact	8	No change to the risk. 17 May 2017	 Likelihood Impact	4	31 March 2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CS 001a	Insurance to be reviewed annually	Insurance updated annually to ensure relevant items are covered by the policy	Elizabeth Scott	17 May 2017	31 March 2018
CS 001b	Ad hoc visits by Government security advisors	Advisors assess and approve security arrangements for loans and exhibitions	Elizabeth Scott	17 May 2017	31 March 2018
CS 001c	Catering at events to ensure no food or drink is served that could damage artworks if spilt/upset	Caterers continue to be advised of requirements	Elizabeth Scott	17 May 2017	31 March 2018

Town Clerk's Cultural Services – Capital Projects 2017-2019

Brief description of potential project	Rough idea of the cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for the project
London Metropolitan Archives Freehold	£10-20m	City Fund	2018 <i>(subject to the establishment of a long term strategy requiring the retention of LMA archives in Central London)</i>
Boiler Replacement at LMA	£200k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Chiller Plant Replacement at LMA	£387k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
External Decoration at LMA	£250k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Replacement Access Control System at LMA	£100k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>
Landlords Lighting and Power Rewire at LMA	£250k	City Fund, additional works programme	2017-18 <i>(Work is scheduled for the year 2017/18. However, work may be deferred and is subject to Member approval before it will be completed)</i>

We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

Our ambitions are that:

- Our habitats are ecologically thriving and diverse ♠
- **Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all** 🚶
- **Our heritage is preserved and we share history and stories through our spaces and buildings** 🏰
- **We provide leadership which is grounded in our innovative practices, knowledge and expertise** ⭐

What we do is: Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:	Our budget is:		
	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
Total	38054	16632	21422

Service Objectives:

- **Protect and conserve the ecology, biodiversity and heritage of our sites.** ♠🏰⭐
- **Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.** 🏰
- **Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities.** 🚶⭐
- Improve the health and wellbeing through access to green space and recreation 🚶 ⭐
- **Improve service efficiency and workforce satisfaction** 🏰

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review) 🏰
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) 🏰
- **Support the development of asset management plans and master plans for each site** 🏰

What we'll measure:

Service outcomes

- Ecological condition ♠
- **Visitor experience** 🚶
- Green Flags and Green Heritage awards ♠🚶🏰
- Knowledge of learning participants 🚶
- Intention of learning participants to visit again 🚶
- **Volunteering participation and experience** 🚶
- **Condition of heritage assets** 🚶🏰

Departmental programmes and projects

- **Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)** ⚙️
- **Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service** ⚙️*
- Increase participation and improve management of sports (Sports Programme) ⚙️
- Protect our open spaces and generate income from Wayleaves Programme ⚙️
- **Develop and deliver fundraising options (Fundraising Board)** ⚙️
- **Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme)** ⚙️
- Deliver opportunities arising from improved management capability from the Open Spaces Bill ⚙️
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) ⚙️
- Reduce fleet operating and maintenance costs (Fleet Programme) ⚙️

How we plan to develop our capabilities this year

- **Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data** ⚙️*
- Review and improve our approach to consultation and engagement ⚙️
- **Embrace and implement new technologies to modernise and enhance business processes** ⚙️
- **Structured approach to reviewing of departmental policies** ☆
- **Participate in sector research and share expertise** ⚙️💧
- **New department – develop our synergies, improve practices, welcome new comers** ☆
- **Culture – focusing on departmental collaboration and sharing of expertise** ☆

What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚙️*
- **Establish a fully accessible education facility at Tower Bridge** ⚙️*
- **Achieve a stand-alone visitor centre at the Monument** ⚙️*
- **Develop the cultural profile of the department's heritage attractions** ⚙️*
- Use GIS to support management of sites and enhance visitor information ⚙️
- **Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts** ⚙️*
- Develop a sustainable model for delivering learning ⚙️*
- Complete the process of land registration 💧⚙️

What we'll measure:

Service outputs

- Number and market share of burials and cremations ⚙️
- Sports played and efficiency of use: tennis, golf, football ⚙️
- **Customer service standards** ⚙️*

Operational

- **Accreditations** ⚙️
- **Staff satisfaction** ⚙️
- **H&S accident investigation** ⚙️
- **Sickness absence** ⚙️
- **Utility consumption** ⚙️
- **Electricity generation** ⚙️
- **Website visits and social media engagement** ⚙️

Financial

- **Income** ⚙️

Open Spaces & Heritage Business Plan 2016/17-2019/20
2017/18 refresh

CONTENTS

Introduction	1
Context	1
Departmental Structure and Governance	3
City of London Corporate Objectives	4
Key Actions: 2016 to 2021	7
Performance indicators	8
Our People	9
Finances	10
Equalities and Inclusion.....	13
Risk Management	13
Property and Asset Management	13
Energy Efficiency	13
Capital Projects	14
Appendix 1 - Key Actions 2016 to 2021	17
Appendix 3 – Charitable Objectives.....	Error! Bookmark not defined.
Appendix 4 – Committee Governance.....	Error! Bookmark not defined.
Appendix 5 – Vision included with Divisional Plans and Strategies.....	Error! Bookmark not defined.
Appendix 6 – High Level Staffing Structure.....	Error! Bookmark not defined.

Introduction

This year is an exciting year for the Open Spaces & Heritage Department, as the department expanded on 1 February 2017 to include Tower Bridge, Monument and Keats House; and on 1 March 2017, Colin Buttery joined the Department as Director of Open Spaces. To reflect and celebrate this broadened responsibility, this business plan refers to “Open Spaces and Heritage”.

2017/18 is also the last year in which we deliver the savings we committed to deliver over the period 2015/16-17/18. The department chose to deliver its savings through a series of cross cutting programmes that considered issues of service standards, delivery methods, efficiency and effectiveness. These programmes have worked well in allowing us to deliver the required savings but have delivered far beyond this aim in terms of promoting cross departmental working which has allowed staff to share skills, knowledge and experience. There is an on-going need to deliver efficiency savings from 2018/19 onwards, and we will continue to utilise the programme approach to challenge ourselves.

Our mission is to protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible, & welcoming.

Our departmental ambitions are that:

- Our habitats are ecologically thriving, and diverse
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all
- Our heritage is preserved and we share history and stories through our spaces and buildings
- We provide thought leadership which is grounded in our innovative practices, knowledge and expertise

We will deliver our ambitions and mission through our service objectives and projects, and by fostering a collaborative culture within the department to support the utilisation of expertise and knowledge.

Context

Tower Bridge, Monument and Keats House were moved from the Culture, Heritage & Libraries Department to the Open Spaces & Heritage Department in February 2017. The Department is assessing how to maximise the value of the synergies between our functions and how to make best use of this opportunity to reflect on what services we provide and how we maximise our outcomes.

The City of London Corporation through the Open Spaces & Heritage Department owns and manages 10,930 acres (4,500 hectares) of historic and natural green space in and around London, attracting over 23 million visits each year. These green spaces include Epping Forest, Highgate Wood, Burnham Beeches, Hampstead Heath, West Wickham Common, City Gardens, Queens Park and West Ham Park as well as the City of London Cemetery and Crematorium. These Open Spaces are integral to the service that the City of London offers to the community of London and beyond. The map below shows the location of the City's Open Spaces across London and neighbouring Counties.



Tower Bridge and Monument are also located within the City of London. Tower Bridge is the most famous bridge in the world. It was opened in June 1894 after eight years of construction. Today the Bridge is a Grade 1 listed building. It is both a working bridge and a significant tourist destination. The tourism and hire functions must be managed alongside the statutory requirement to raise the bridge to provide access to and egress from the Upper Pool of London. Tower Bridge Exhibition welcomes around 800,000 visitors each year.

The Monument was built to commemorate the Great Fire which devastated the City of London in 1666. It was designed by Sir Christopher Wren and Dr Robert Hooke and constructed 1671-77. It receives in the region of 200,000 visitors a year.

Keats House is the former home of the Romantic poet John Keats. It is now a museum and poetry centre. It is an independent charity. In 2015/16, Keats House received over 30,000 visitors. The neighbouring building, 10a Keats Grove, is managed by Keats House and houses an independent, volunteer-run, community library service.

Departmental Structure and Governance

The department is comprised of seven divisions:

1. Cemetery and Crematorium
2. Parks and Gardens (West Ham Park and City Gardens)
3. Directorate
4. Epping Forest
5. Hampstead Heath, Highgate Wood, Queens Park and Keats House
6. The Commons (Burnham Beeches, Stoke Common and City Commons)
7. Tower Bridge & Monument

Local Authority Functions, Charitable Trusts and the Bridge House Estate

City Gardens (our green spaces which are located within the boundaries of the City of London) and the Crematorium and Cemetery (which is located on the borough boundaries of Redbridge and Newham) operate as local authority functions and are funded by City Fund.

The other Open Spaces are charitable trusts and are funded by the City of London through City's Cash. Keats House is also a charity funded through City's Cash. There are nine charitable trusts in total and each has its own specific charitable objectives ([appendix 3](#)).

The nine charitable trusts are:

1. Epping Forest
2. Ashted Common
3. Burnham Beeches and Stoke Common
4. Coulsdon and Other Commons
5. West Ham Park
6. Hampstead Heath
7. West Wickham Common and Spring Park
8. Highgate Wood and Queen's Park
9. Keats House

The Monument is funded from City's Cash and generates a surplus.

The maintenance of Tower Bridge is funded from Bridge House Estates. The tourism business at Tower Bridge is also funded from Bridge House Estates. This activity must break even or produce a financial surplus.

Decision Making

The Open Spaces & Heritage Department reports to seven Committees:

1. Open Spaces and City Gardens Committee
2. Epping Forest and Commons Committee
3. Hampstead Heath, Highgate Wood and Queen's Park Committee
4. West Ham Park Committee
5. Port Health and Environmental Services Committee
6. Culture, Heritage & Libraries Committee
7. Planning & Transportation

The Open Spaces and City Gardens Committee provides the strategic direction for the City of London's open spaces. The other open space committees are responsible for the ownership and management of the various open spaces; devising and implementing the City of London's policies as Conservators whilst having due regard to representations made by the relevant consultative committees. The chart below shows the association between the different committees and Open Spaces & Heritage senior officers.

The Culture Heritage & Libraries Committee is responsible for the management of the tourism and events functions at Tower Bridge, the Monument and Keats House. The Planning & Transportation Committee is consulted in regard to the operation of Tower Bridge.

Information about the different committee governance is provided in [appendix 4](#).

City of London Corporate Objectives

The City of London's Corporate Plan 2015-19 is the organisation's main strategic planning document, providing a framework for the delivery of our services.

Vision

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

Core Values

- CV1** The best of the old with the best of the new - Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- CV2** The right services at the right price - Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- CV3** Working in Partnership - Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Strategic Aims

- SA1** To support and promote The City as the world leader in international finance and business services.
- SA2** To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors.
- SA3** To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Key Policy Priorities

- KPP1** Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.
- KPP2** Improving the value for money of our services within the constraints of reduced resources.
- KPP3** Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London's communities.
- KPP5** Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.
- KPP6** Preventing and combating economic crime and fraud throughout the UK.

Elected Members are in the process of revising the Corporate Plan and it is anticipated that the new Corporate Plan will be agreed in March 2018.

Departmental Objectives and Outcomes

The department established five objectives as part of the business planning process. The objectives have been reviewed and amended this year to reflect the changing remit of the department. New actions have been added to reflect the changes to the department and areas of progress.

OSHD1	Protect and conserve the ecology, biodiversity and heritage of our sites.
OSHD2	Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.
OSHD3	Enrich experiences by providing high quality and engaging, visitor, educational and volunteering opportunities.
OSHD4	Improve the health and wellbeing of the community through access to green space and recreation
OSHD5	Improve service efficiency and workforce satisfaction

Management Plans and Divisional Visions

Many of the open spaces have their own site specific management plans. These describe the important features of each site and some set out a vision and direction for the site's future management. Some divisions also have their own divisional management plan that links to the vision and objectives of the Department and City of London as well as the annual business plan to the day to day management of the division. Tower Bridge and the Monument have a divisional business plan. Keats House has a forward plan for October 2016-March 2020.

[Appendix 5](#) lists the visions arising out of these divisional and site specific management plans.

The Business Plan provides an important strategic link between the goals of the City as set out in the Corporate Plan and the activities of the department. The Business Plan also reflects Management Plans and legislative requirements. The Business Plan focuses on high level strategic issues and priorities whereas divisional plans or business plans set out local issues and operational plans.

An outcomes based approach

The City is moving towards an outcomes based approach for business planning and the revision of the corporate plan. Measuring outcomes is important as it allows us to consider and demonstrate the effectiveness of our work. This will also allow us to identify those practices which are effective and those which need improvement. In order to measure outcomes, we need to be very clear about what we are seeking to achieve.

The indicators which were approved as part of last year's iteration of the Business Plan (2016/17-19/20) were a mix of output indicators (i.e. how many people attended) and outcomes (i.e. did people derive a specific benefit from attending). As this revision of the business plan is further developed, we will be seeking to shift further towards outcomes rather than outputs. Given that measuring outcomes can be extremely

challenging, we anticipate that the process of transition from output to outcomes will take several years. As this plan is developed, we would welcome feedback from staff, Members and stakeholders on our outcomes and our approach to measuring them.

Key Actions: 2016 to 2021

The Department has five objectives which help us deliver our charitable objectives. In order to deliver these over the next five years the following fifteen key actions have been identified. [Appendix 1](#) details the milestones, success measures, lead officers and partners associated with delivery of these actions.

OSHD1: CONSERVE AND IMPROVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES

To deliver this objective we will:

- a) Continue to develop and implement strategies that direct the management of our open spaces
- b) Develop and implement effective water management plans
- c) Develop a long term Wanstead Park conceptual options plan
- d) Deliver the Kenley Revival project
- e) Develop arising opportunities from Museum Accreditation at the View
- f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding

OSHD2: EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS AND CONTINUOUSLY DEVELOPING INCOME GENERATING ENDEAVOURS

To deliver this objective we will:

- g) Deliver our Programmes and Projects, some of which will deliver the agreed departmental savings
- h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure
- i) Actively engage in key corporate procurement opportunities
- j) Ensure sustainable and affordable provision of the Cemetery and Crematorium service
- k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income
- l) Mitigate the effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18
- m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income
- n) Develop sustainable income generation opportunities at Keats House

OSHD3: ENRICH EXPERIENCES BY PROVIDING HIGH QUALITY AND ENGAGING, VISITOR EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

To deliver this objective we will:

- o) Deliver the Learning Programme across the Department
- p) Develop volunteering across our sites

- q) Achieve a new fully accessible learning facility onsite at Tower Bridge
- r) Continuously develop the visitor experience at heritage attractions in terms of content, processes, technology and customer service

OSHD4: IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

To deliver this objective we will:

- s) Work with partners to create open spaces within the boundary of the City of London
- t) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

OSHD5: IMPROVE SERVICE EFFICIENCY, EQUALITIES AND WORKFORCE SATISFACTION

To deliver this we will:

- u) Ensure the health and welfare of our skilled and motivated staff
- v) Make more effective use of IT and adopt 'smarter' ways of working
- w) Conduct policy reviews to ensure effectiveness and consistency where appropriate in our approaches to key issues
- x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all
- y) Support the development of asset management plans and master plans for each site

Performance indicators

To assist in developing and driving a performance management culture across the service and advance the approach of 'continuous improvement' a number of performance indicators were set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance.

32 performance indicators have been proposed. These have been grouped under the Departmental objectives. Behind these Departmental indicators will sit divisional indicators which inform the departmental performance. This range of indicators has expanded on the basket included in the 2015/18 business plan and have been chosen to reflect our broad range of services, the work of our Programmes Boards, finance, workforce development and customer satisfaction.

The performance indicators for 2016/17, 2017/18 and 2018/19 are detailed in [appendix 2](#).

As the City is working towards an outcomes based approach, we will need to adjust our indicators over time so that they focus on outcomes rather than outputs or inputs. The department recognises that in some areas, such as sport, where a facility rather than service is provided, this is particularly challenging. In such cases we may demonstrate outcomes using external research.

Our People

The Open Spaces & Heritage Department currently has over 435 employees. These posts are located across many sites around Greater London and beyond in offices, visitor attractions and depots. The range of roles is varied and captures the diverse array of services that we provide with officers in roles from arborists to administrators, ecologists to estate managers, gravediggers to grazing officers and lifeguards to litter pickers.

The City's appraisal and performance management framework is used to identify the learning and development needs of staff. Learning opportunities are offered through a range of approaches including workshops, courses, seminars, events, continuing professional development, shadowing, mentoring. This may be delivered in-house, on-line or externally.

A workforce plan was developed in 2016, and this will be refreshed to ensure that the Department has an effective workforce that is appropriately skilled to deliver the objectives within this Business Plan. . The Department continues to be committed to Investors in People.

The Department has also started some work to articulate its culture. Initial discussions have suggested a culture based around collaboration; passion for delivery; respect & openness and the importance of a just culture. Further work now needs to be undertaken with colleagues across the department to further understand, articulate and embed these values. A new programme of staff projects in place of the traditional staff conference will be used to distil and embed these values.

The Department is participating in the City of London Apprenticeships programme. It is anticipated that we will recruit to 23 newly created apprentice posts. These roles cover the diverse range of activities within the department, including horticulture, visitor services and administration.

A high level staffing structure is attached at [appendix 6](#).

Volunteering

We wish to encourage a shared sense of ownership over the green spaces we manage. One of the ways we do this is to recognise over 950 volunteers in a variety of activities from litter collection to caring for Dormice. As well as undertaking tasks and roles that support local management plan outcomes, we support volunteers to achieve confidence, wellbeing and connection with green spaces, which enriches our relationship with local communities.

All volunteer roles that support the achievement of departmental aims will be supported by Open Spaces resources and staff. Even unsupervised volunteering that takes place requires investment to develop the skills and experience of the volunteer, and prior agreement of responsibilities to ensure our duty of care. We take a measure of those volunteer hours that are directly supervised, indirectly supervised and unsupervised to value this staff time. In addition to recording volunteer hours, we are moving to focus on the positive impact that volunteer activity has on green spaces, the individual and their community.

Investing in a positive and productive culture of volunteering will enable volunteers to do more, more effectively. It will also broaden Open Spaces sphere of influence; bring insight into the communities with which we work; allow us access to more supporters, partners and funders; and develop us, as an organisation, in line with community and environmental priorities.

Finances

2017/18 is the final year of the 3 year savings programme which started in 2015/16. In meeting these savings, the Department needs to ensure that it is delivering its services in the most efficient and effective way and is increasing opportunities for income generation. A three year programme of savings was identified and these opportunities were being grouped into departmental cross cutting themed programmes. Within each programme a number of specific projects were identified with similar objectives. Over the course of 2015/16 and 2016/17, a number of the programmes have closed down or become business as usual.

The Programmes that Open Spaces proposing to deliver during 2017/18 are:

Page 69

- Sports Programme
- City of London Corporation (Open Spaces) Bill
- Promoting Our Services Programme
- Energy Efficiency Programme
- Fleet and Equipment Review Programme
- Wayleaves Programme
- Lodges Review Programme
- Fundraising Programme
- Equalities and Inclusion Programme
- Policy Review Programme

Programme Boards were established to monitor progress and co-ordinate project delivery. These Boards include representatives from each impacted division as well as representatives from other relevant departments. Establishing cross-divisional Programme Boards and a project focussed approach to service improvement has begun to lead to officers working more collaboratively and supportively.

The Programmes and Project work continues to encourage and enable staff to share their experience, knowledge and skills. In future years as the organisation's resources reduce there will be an increasing need for staff to respond to internal and external influences. We will need to create new partnerships and secure external funding to develop new opportunities. Our services are likely to go through regular change and we need to manage the expectations of staff, Members and the public accordingly. We will continually be asking staff to challenge the way we

work and why we provide the services we do in the way that we do. We will be asking them to consider how we do things and ask if it could be done differently rather than 'that's how it's always been done'.

The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes). In doing this we will continue to focus/ on our service users and ensuring that our services are accessible, inclusive and welcoming to all. To support this we will complete a Test of Relevance" and if appropriate, an Equality Analysis, when considering any service changes.

Budget 2017/18

CITY CASH									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bunhill Fields	115	0	234	349	0	0	0	0	349
Directorate	454	0	174	628	0	0	-628	-628	0
Epping Forest	4,027	444	2,945	7,416	-1,394	-18	-100	-1,512	5,904
Hampstead Heath	5,467	225	3,541	9,233	-1,195	-1,159	-95	-2,449	6,784
Highgate Wood	417	0	345	762	-51	-5	0	-56	706
Keats House	281	3	229	513	-87	-426		-513	0
Learning	385	0	0	385	-379	0	0	-379	6
Monument	429	0	106	535	-665	0	0	-665	-130
Queen's Park	596	16	344	956	-98	0	0	-98	858
The Commons	1,869	18	1,018	2,905	-343	0	-23	-366	2,539
West Ham Park	779	10	592	1,381	-134	-1	-7	-142	1,239
CITY FUND									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
Cemetery & Crematorium	2,889	0	2,306	5,195	-4,656	0	0	-4,656	539
City Gardens	1,379	0	549	1,928	-365	0	-14	-379	1,549
BRIDGE HOUSE ESTATES									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges **		Local Risk	Central Risk	Recharges **		
Tower Bridge	5,776	98	1,007	6,881	-5,790	0	-6	-5,796	1,085

* Recharges include all central services - City Surveyor, HR, IT, Procurement, Policy & Democratic Services and Comptroller & City Solicitor

Equalities and Inclusion

The Department aims to ensure that all our services are inclusive, welcoming and accessible to all. The formulation of our policies and delivery of our services needs to be conducted in a manner that is transparent and aligned with the diverse needs of our residents, local businesses, service users and staff. We will deliver on our Public Sector Equality Duty (PSED), created under the Equality Act 2010, to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. We will therefore consider the need to conduct equality analysis as part of the design of our policies and delivery of services.

To improve our understanding of our 'users' we will improve the collection, monitoring and analysis of appropriate equalities data across our sites. This will ensure a greater understanding of the needs of people with different protected characteristics that access and use our services. We will be establishing a programme board to be able to fully consider the impact of our services and policies on groups with protected characteristics, identify gaps in service provision and develop and implement actions to address these. The Equalities Programme Board will lead on this work.

Risk Management

The Open Spaces & Heritage Department manages risk through a Departmental risk register, divisional risk registers and risk assessments. Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London's Risk Management Strategy.

Property and Asset Management

The Open Spaces & Heritage Department is the custodian of the City's open space land, while the City Surveyor is the strategic asset manager and is responsible for the maintenance of the buildings and other built infrastructure.

An operational review of the department's property assets was undertaken in early 2015/16. Each division is continuing to work with City Surveyors to progress the outcome of this review. Officers will continue to assess the Open Spaces portfolio and use of our property to ensure that the assets are being used efficiently and effectively. There was a particular focus on operational buildings in 2016/17, and this work will continue in 2017/18. We will work with the City Surveyors Department to develop Asset Management Plans and Master Plans for each site to support the delivery divisional objectives.

Energy Efficiency

In addition to our departmental Energy Efficiency programme, we will work with the Corporate Energy Board to deliver the emerging Corporate Energy Strategy.

Capital Projects

The table below provides broad information about projects that may require over £50k of capital expenditure in the next five years.

Brief description of potential project	Approx. cost (if known)	Indicative source of funding (e.g. City Fund, City's Cash, External)	Indicative timetable for project	OSH Owner	Corporate Project Group owner
New Cremators at Cemetery and Crematorium	£1 -3m	City Fund (Capital scheme) or lease	2020	Gary Burks	Michael Bradley
Embankment works at Burnham Beeches	£250k	Capital Project	2019/20	Andy Barnard	Roger Adams
Tower Wood Lodge, Burnham Beeches – 20 year plan	£250k	City's Cash	2020	Andy Barnard	Roger Adams
West Ham Park - Playground improvements	£500 - £700k	Part external funding if successful	2017/18	Martin Rodman	Michael Bradley
Landscape improvements for Bunhill Fields Burial Ground	£1-£5 million	External funding submission anticipated to – Parks for People, S106 –Islington	2017 – 19	Martin Rodman	Roger Adams
Churchyard Enhancement Programme in partnership with DBE	£5m +	HLF bid (by Diocese and St. Paul's Cathedral). Part match-funding through CIL (unallocated pot)	2016/17 to 2021/22 Potential for HLF stage 1 in 2017	Martin Rodman	Roger Adams
Tennis court resurfacing at Queen's Park	£90,000	City's Cash in addition to CWP and external funding	As determined by CWP programme	Bob Warnock	Nia Morgan
Lido Infrastructure	£1m	City's Cash	Submit Project Proposal Late 2016.	Bob Warnock	Nia Morgan
"The Hive" – Learning and Volunteering Centre (Ex -Football Changing Rooms)	£200k	City's Cash	2017/18	Bob Warnock	Nia Morgan
East Heath Car Park at Hampstead Heath –Resurface	£330k	City's Cash	2017/18	Bob Warnock	Nia Morgan
Hampstead Heath Play Improvements	£100k	City's Cash	2017/18	Bob Warnock	Nia Morgan

Resurface Hampstead Heath athletics track – 20 year plan	£300k	City's Cash	2016/17	Bob Warnock	Nia Morgan
Repairs to Hampstead Heath Pergola – 20 year plan	£250k	City's Cash	2017/18	Bob Warnock	Nia Morgan
WHP – deliver phase 2 actions from Conservation Management Plan	£1-3m	HLF Parks for people	2019 to 2021	Martin Rodman	Michael Bradley
Works at Wanstead Park, Epping Forest	££5m	Heritage Lottery Fund 'Parks for People' with match funding from City's Cash; CWP: Thames Water, Forest Fund and volunteer time.	2017 – 2022	Paul Thomson	Roger Adams
Wanstead park, Epping Forest – HLF bid by Friends of Epping Forest Parkland for interpretation works	£100K	HLF (Our Heritage)	HLF Stage 1 in February 2017	Paul Thomson	Roger Adams
Hill Wood Car Park, High Beach, Epping Forest	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Car Park Charging Infrastructure at Various car parks	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Capel Road Sports Pavilion, Wanstead Flats, Epping Forest	£250 to £500k	CWP and Sport England's Inspired Facilities Fund	2017/18	Paul Thomson	Roger Adams
Jubilee Retreat, Epping Forest	£170k	City's Cash and London Marathon Charitable Trust	2017/18	Paul Thomson	Roger Adams
Great Gregories Out wintering Facility	£30k	City's Cash and Heritage Lottery Fund	2017/18	Paul Thomson	Roger Adams
Information Points / Signage and Print Media	£50k	City's Cash and EU LEADER funding	2017/18	Paul Thomson	Roger Adams
Implement recommendations of the Conservation Management Plan, Highams Park, Epping Forest – CS gateway zero capital projects	Up to £10m	City Fund / External. Likely to be part funded by external grants after Wanstead Park applications	2020 – 2022	Paul Thomson	Roger Adams
Park Fencing, Wanstead Park, Epping Forest - CS Gateway zero capital projects	£180 to £350k	City Fund	2019/20	Paul Thomson	Roger Adams
Repairs to Grotto, Wanstead Park, Epping Forest - CS gateway zero	£120k	City Fund	2019/20	Paul Thomson	Roger Adams

capital projects					
'At risk' landscape, Wanstead Park, Epping Forest - CS gateway zero capital projects	£90k	City Fund	2019/20	Paul Thomson	Roger Adams
New fully accessible education centre at Tower Bridge	£350k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
Replacement of heating system at Tower Bridge	£600k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
New stand-alone visitor centre at the Monument	£1.6m	City's Cash	2018 – 2020	Chris Earlie	Steven Chandler
Keats House access improvements (paths, lighting, toilets)	£65,	City's Cash (CWP)/Community Infrastructure Levy fund	2017/18	Bob Warnock	Steven Chandler
Finsbury Circus Reinstatement	£3M	Cross Rail	2018/19	Martin Rodman	Roger Adams
WHP Nursery Project	TBC	City's Cash	2017 - 2019	Martin Rodman	Michael Bradley

Appendix 1 - Key Actions 2016 to 2021

This appendix shows our fifteen key actions over the next five years that will help us deliver our charitable and Departmental objectives and support the Corporation's achievement of the [Corporate Plan's](#) strategic aims and key policy priorities.

Please see key at bottom of tables.

Objective 1: Conserve and improve the ecology, biodiversity and heritage of our sites						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
Page 76 a) Continue to develop and implement strategies that direct the management of our open spaces	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers CG Manager	OSCG	KPP 3 KPP 5

		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	KPP 3 KPP 5
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	KPP 3 KPP 5
Page 77		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	KPP 3 KPP 5
	Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Planting and landscaping works completed – Oct 2017	Visitor feedback Ecological monitoring	Bam Nuttall NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH KPP 4
		Progress delivery of the Burnham Beeches pond embankments project	Funding routes identified – 2017/18 Funding secured 2018-2020	Funding secured Embankments works delivered to the required standard within budget	Conservation Officer	EFCC SA 3
c) Develop a long-	To identify and	Conceptual options plan	Committee approval	EF Operations	EFCC	SA3

term Wanstead Park conceptual options plan	prioritise opportunities for capital investment and potential changes in management to conserve, and/or restore many aspects of Wanstead Park	– Autumn 2017 Stakeholder consultation – Autumn 2017 Funding strategy – Autumn 2017 Project consultants engaged – Autumn 2017 Internal improvement works plan implemented – Autumn 2017 Funding obtained - 2019 Hydrological and other monitoring activity established - 2019 Capital and maintenance works plan prepared – 2019 Major capital works tendered and contractors appointed - 2019	received at appropriate stages. Direct works programme initiated. Conceptual Options plan agreed Costed capital and maintenance works plan agreed Funding secured Major capital works contractors appointed	team Built Environment		KPP 3 KPP5
d) Deliver the Kenley Revival project	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	Capital conservation works commence June and finish September 2017. Project completion - February 2019.	Structures conserved and removed from the Heritage At Risk Register. 10,600 hours of volunteering. Number of visits increased by 19,000 above year 1 baseline.	Head Ranger Kenley Airfield Friends Group Historic England.	EFCC	SA3 KPP 5
e) Develop arising opportunities from Museum Accreditation at	Following Museum Accreditation in 2017, , Complete collections rationalisation	Inventory and condition reports completed – March 2019	Achieve museum accreditation status Visitor Attraction	FCO: Heritage and Interpretation	EFCC	SA3 KPP 5

the View	programme Quantify visitor experience aspects of the museums accreditation		Quality Assurance Scheme awarded for The View	Head of Visitor Services		
f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding	Implement the next stages of the strategic Tower Bridge Interpretation Plan, which focuses less on mechanical processes and more on the stories, people and local history of the Bridge	Deliver the Engine Rooms content phase of the Tower Bridge Interpretation Plan and initiate the next phase in the Towers Realise the 'Walk of Fame' local heritage project at Tower Bridge	Visitor figures Publicity Income Visitor feedback	Head of Tower Bridge	CHL	

P
 a
 s
 s
 e
 t

Objective 2 Embed financial sustainability across our activities by delivering identified programmes and projects and continuously development income generating endeavours						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
g) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	Develop and deliver and our Programmes and Projects: <ul style="list-style-type: none"> ▪ Sports Programme ▪ City of London Corporation (Open Spaces) Bill ▪ Promoting Our Services Programme ▪ Energy Efficiency Programme ▪ Fleet and Equipment Review Programme 	Highlight reports to SLT bimonthly Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees. 'Four monthly' reports to Port Health and	Greater officer cross divisional /departmental working, sharing of knowledge and experience. Savings achieved: 17/18 = £769k On-going efficiency savings of 2% per	Various Programme Executives and Leads OSPSU SLT Other City Departments:	OSCG WHP EFCC HH PH	KPP 2 KPP 4 KPP 5

	<ul style="list-style-type: none"> ▪ Wayleaves Programme ▪ Lodges Review Programme ▪ Fundraising Programme ▪ Policy Review Programme ▪ Equalities and Inclusion Programme 	<p>Environmental Services Committee</p> <p>Sept and Jan budget meetings</p> <p>Financial Year End.</p>	annum	<p>Comptroller and City Surveyors</p> <p>Remembrancers'</p> <p>City Surveyors</p> <p>Chamberlains</p> <p>Built Environment</p> <p>Town Clerks</p>			
Page 80	<p>h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure</p>	<p>Alternative use realised for West Ham Park Nursery</p> <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller & City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	<p>OSCG</p> <p>WHP</p> <p>EFCC</p> <p>HH</p> <p>PH</p>	<p>KPP 2</p> <p>KPP 4</p>
	<p>i) Actively engage in key corporate procurement opportunities</p>	<p>Active involvement in procurement process for City's new building, repairs and maintenance (BRM) contract</p>	<p>Input into BRM Customer Working Group – regular meetings up until July 2017</p> <p>New contractor on site</p>	<p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	<p>OS Customer working group reps</p> <p>SLT</p> <p>City Surveyors</p>	<p>OSCG</p>	<p>KPP 2</p>

		Review and feedback				
j) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	Project Gateway submitted – early 2017 for Gateway 1 / 2 Options appraisal completed and funding agreed – 2018/19 Procurement process completed, contract awarded and cremators installed 2020/21	New cremators operational Cremators are fully abated	Cem & Crem Superintendent Chamberlains – City Procurement City Surveyors	PH	SA3 KPP 2 KPP 4
	Complete the soft and hard landscaping on the 'Shoot'	Soft landscaping, planting – 2019 Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	KPP 2 KPP4
k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income	Delivery of a new staffing structure and strategy at Tower Bridge to maximise the benefits of the new retail space and to enhance the visitor experience	New posts successfully recruited Retail strategy agreed and implemented Qualitative and financial evaluation at year end	Retail income Visitor experience	Head of Tower Bridge	CHL	SA3 KPP5
l) Mitigate the	Works taking place within	A flexible mitigation	Maintain income	Head of Tower	CHL	SA3

<p>effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18</p>	<p>the piazza will eventually result in an improved immediate environment but the process of works taking place requires mitigation activity to ensure visitors are aware that the Monument is open for business in an attempt to minimise any detrimental impact on income.</p>	<p>plan designed and executed</p> <p>Assess impact on business at regular intervals and adapt planned mitigation activities in response if required</p>	<p>levels to target</p> <p>Visitor feedback levels</p>	<p>Bridge</p>		<p>KKP5</p>
<p>m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income</p>	<p>Delivery of a standalone visitor centre at the Monument to enhance the visitor experience, tell the story of the monument more effectively and the maximise income</p>	<p>Committee approvals (Gateways 2,3,4)</p> <p>To progress internal (Ctte) and external approval processes, continue to consult with stakeholders and achieve funding for the project.</p>	<p>Visitor numbers</p> <p>Receive planning and Historic England permissions</p> <p>Funding identified and secured</p> <p>Gateway 3/ 4 full options appraisal approved per recommendation</p>	<p>Head of Tower Bridge</p> <p>City Surveyor</p> <p>Historic England</p>	<p>CHL</p>	<p>SA3</p> <p>KPP5</p>
<p>n) Develop sustainable income generation opportunities at Keats House</p>	<p>Assess and delivery new income opportunities at Keats House</p>	<p>Obtain premises licence in 2017/18</p> <p>Evaluate and develop private hire offer in 2017/18</p> <p>Develop retail merchandise 2017/18</p> <p>Develop members and patrons offer and evaluate scope</p>	<p>Increased external income</p>	<p>Principal Curator</p>	<p>CHL</p>	<p>SA3</p> <p>KPP5</p>

		for gala fundraising events 2018/19				
--	--	-------------------------------------	--	--	--	--

Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities

Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
o) Delivery of Learning Programme across the Department	Deliver the CBT funded programme 'Green Spaces, Learning Places'	Appoint evaluation consultant to deliver framework - Spring 2017	11,500 people per annum engaged through the programme.	Head of Learning Learning Team RSPB	OSCG EFCC WHP HH	SA3 KPP 4 KPP 5
	Develop and implement monitoring and evaluation framework	Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019	Targets achieved for CBT and reported	London Youth London Parks and Green Spaces Forum		
	Obtain additional funding to support delivery and development of the Learning Programme	Develop and implement a fundraising plan - on-going	£763k additional / external funding secured	NLOS, EF and WHP		
		Review of offering across the expanded department	Development and maintenance of partnerships	Keats House Education Officer		
p) Develop volunteering across our sites	Create a positive and productive culture of volunteering, linked to activities which achieve departmental outcomes	Volunteering Steering Group established to promote good practice described in Volunteering Vision	Baseline measures of volunteering contribution established	Superintendents Learning Team Kenley Project	OSCG WHP EFCC	SA 3 KPP 5
		New volunteer roles	Volunteering targets achieved for	Keats House		

		<p>identified and recruited for</p> <p>Staff trained to support volunteers effectively, both directly and indirectly</p> <p>Insurance arrangements for volunteer groups clarified to locate duty of care</p>	<p>externally funded programmes – Kenley Common and Learning Programme</p> <p>High levels of volunteer satisfaction reported</p> <p>Greater emphasis on staff supporting ‘indirectly supervised’ and ‘unsupervised’ volunteer activity.</p>	Interpretation Officers		
Achieve a new fully accessible learning facility onsite at Tower Bridge	Current space not fully fit for purpose in terms of accommodating school/community engagement groups with access needs.	<p>Progress options appraisal through project gateway</p> <p>Begin work on installing and furnishing a new mezzanine level within the Bridge’s South Tower</p> <p>Commence use for January 2018 school term-time.</p>	<p>Number of formal education sessions and community engagement events facilitated</p> <p>Participant feedback</p> <p>Accreditations</p>	Head of Tower Bridge	CHL PSC	SA 3 KPP 5
r) Continuously develop the visitor experience at	Process of evaluation and continuous improvement of the	Review and refresh interpretation displays at Keats House 2019/20	Visitor numbers and feedback	Head of Tower Bridge	CHL	SA 3 KPP 5

<p>heritage attractions in terms of content, processes, technology and customer service</p>	<p>visitor experience at our heritage locations</p>	<p>Major programme of events and activities for Keats anniversaries 2020-2021</p> <p>Deliver a marketing strategy for Keats House and secure marketing resource 2017-18</p> <p>Artist in residence programme at Tower Bridge</p> <p>Facilitate a series of public events in Tower Bridge's bascule chamber</p> <p>Establish a refreshed commercial identity for the tourism business at Tower Bridge and roll out across marketing channels and operational endeavours.</p>	<p>External accreditation</p>	<p>Principal Curator of Keats House</p>		
--	---	---	-------------------------------	---	--	--

<p>Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation</p>						
<p>Action to deliver objective</p>	<p>Detail</p>	<p>Key Milestones</p>	<p>Measures of Success</p>	<p>Lead & partners</p>	<p>Committee</p>	<p>Link to Corp' Plan</p>

s) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Western section – tree planting and installation of landscaping January 2017 Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City Improved air quality Increase of biodiversity opportunities Improved pedestrian and cycling facilities	CG Manager Built Environment	OSCG	SA2 KPP 4
Page 86	Reinstatement of Finsbury Circus Garden.	Cafe concession and landscape constructed and built by December 2018	New Finsbury Circus Garden completed on time and on budget Increase in green space Increase in biodiversity opportunities	CG Manager	OSCG	SA2 SA3 KPP 4
	Deliver a programme of churchyard enhancement projects	HLF bid by Diocese/Cathedral - 2017 First tranche of churchyard improvements delivered - 2018	Quality accessible landscapes fit for future City with potential to generate income for partners. Support bidders to deliver to HLF timescales and outcomes	Joint partnership between Diocese, St. Paul's Cathedral, DBE & OSHD	S&W PS OSCG	SA3 KPP4 KPP5
t) Secure funding and partnerships	Work with partners to secure long term	Capel Road changing rooms refurbishment –	Successful partnership with LTA	WHP Manager QP Manager	OSCG WHP	SA3

<p>to deliver improved sport and recreation opportunities at our open spaces</p>	<p>investment in our sports facilities that encourage our communities to get more active.</p> <p>Develop golf provision at Chingford Golf Course (CGC) through new in-house management</p>	<p>Summer 2017</p> <p>Refurbish tennis courts at Queens Park – CWP dependent</p>	<p>Increased tennis participation and income across all OS tennis sites</p> <p>Improvements to Capel Road</p> <p>Increased usage and improved 'offer' at CGC</p>	<p>LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association</p>	<p>EFCC HH</p>	<p>KPP 2 KPP 4 KPP 5</p>
---	--	--	--	--	--------------------	----------------------------------

Objective 5: Improve service efficiency and workforce satisfaction						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
<p>4) Ensure the health and welfare of our skilled and motivated staff</p>	<p>Deliver our workforce Plan and liP Action Plans</p> <p>Support the implementation City Well</p>	<p>Departmental learning programme developed – July annually</p> <p>Deliver actions within the Workforce and liP plans - within their identified timelines</p> <p>Establish the Equalities Board and associated programme</p>	<p>Appropriately skilled workforce</p> <p>Increasing levels of staff satisfaction and motivation</p> <p>A more equitable workforce</p> <p>Extensive use of the wellbeing training offer, particularly in relation to mental health awareness</p>	<p>SLT</p> <p>HR Business partner</p> <p>HR & Workforce Planning group</p> <p>Business Manager</p>	<p>OSCG PHES</p>	<p>KPP 2</p>

			Enhanced understanding of user and staff demographics			
v) Make more effective use of IT and adopt 'smarter' ways of working	Support the implementation IT Transformation Programme and new ways of working	New operating system introduced, devise refresh – end 2017 Move from Irish Chambers to Guildhall – timescale to be agreed	Agile working practice adopted where appropriate End user devised refreshed	IT Department City Surveyors	OSCG PHES	SA2 KPP 2
Page 88	Maximise opportunities for web based bookings and End Point of Sale systems	Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017 Review online tennis bookings – April 2017 Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems More efficient management of sports offer Increased on-line sales	IS Department EF Head of Visitor Services Sports Programme Board CHL	OSCG EFCC WHP HH	SA2 KPP 2
w) Conduct policy reviews to ensure effectiveness and consistency where	Departmental approach to be reviewed and a revised framework to be developed	Programme Board established Q217 Programme Plan	Simplified policy framework	SLT		SA3 KPP 2

appropriate in our approaches to key issues		Q217 Policy framework Late 2017				
x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all	The Equalities and Inclusion Programme Board will implement and share best practice	Programme Board established Q117 Programme plan Q117 Data review Q217 Best practice guidance	User feedback Diversity of users Access audits	SLT	OSCG	SA3 KKP 2
y) Support the development of asset management plans and master plans for each site	Asset Management Plans and Master Plans to be developed for each site following an initial pilot, in accordance with the Corporate Property Asset Management Strategy	Pilot mid-2017	Connection between service outcomes and property management	Superintendents, City Surveyors	OSCG, WHP, EFCC, HH, PH	SA2 KPP 2

Key: SLT = Open Spaces & Heritage Senior Leadership Team
 OSHPSU = Open Spaces & Heritage Programme Support Unit
 LTA = Lawn Tennis Association
 LA's = Local Authorities
 CHL = Culture, Heritage and Libraries

OSCG = Open Space's and City Gardens Committee
 WHP = West Ham Park Committee
 EFCC = Epping Forest and City Commons Committee
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee
 PH = Port Health and Environmental Services Committee
 S&W = Streets and Walkways Sub (Planning and Transportation) Committee
 PS = Projects Sub (Policy and Resources) Committee
 CHL= Culture, Heritage & Libraries Committee

This page is intentionally left blank

PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver 'continuous improvement', 32 performance indicators have been set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance

ALL DIVISIONS

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual	Hyperlink to Explanations / Definitions
PI 3	Achieve our Departmental net local risk budget.	Annual	Underspend of £885,000	Original Budget £10,347,000	TBC	Esther Sumner	£9,578,000		£9,578,000		Explanations-baselines-definiti!C11
PI 14	Increase the amount of directly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	Directly and indirectly combined: 43,140	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 5%		Explanations-baselines-definiti!C19
	Increase the amount of indirectly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline		Andy Thwaites & Julia Makin					
PI 15	Increase the amount of unsupervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	16,401	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 10%		Explanations-baselines-definiti!C21
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	Feb 15 to Jan 16 = 71%	80%	Feb 15 to Jan 16 = 62%	Alison Grayson / HR Dashboard	83%		86%		Explanations-baselines-definiti!C27
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 3.72 days Short-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	3.3 days FTE Working Days Lost per FTE		3.2 days FTE Working Days Lost per FTE		Explanations-baselines-definiti!C29
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 2.68 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	2.35 days FTE Working Days Lost per FTE		2.30 days FTE Working Days Lost per FTE		Explanations-baselines-definiti!C31
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	Survey not undertaken	Esther Sumner / Oliver Sanandres	94%		95%		Explanations-baselines-definiti!c33

TOWER BRIDGE AND MONUMENT

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 25	To achieve the overall income target for Tower Brigde	6 monthly	£5,886,708	£5,100,000	£6,144,718	Chris Earle	£5,790,000		TBC	
PI 26	To achieve the overall income target for Monument	6 monthly	£596,351	£622,000	£513,479 (closed for a significant period for unexpected essential works)	Chris Earle	£665,000		TBC	
PI 27	Visitor numbers at Tower Brigde Exhibition	6 monthly	803,398	750,000	834,130	Chris Earle	800,000		TBC	
PI 28	Visitor numbers at Monumnet	6 monthly	221,050	270,000	176,000 (closed for a significant period for unexpected essential works)	Chris Earle	245,000		TBC	
PI 29	Achievement of Customer Care standards at the Tower Bridge Exhibition	6 monthly	94%	90%	94%	Chris Earle	90%		TBC	

KEATS HOUSE

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 30	To increase visitor numbers by 3%	6 monthly	House: 20,662 Total inc. garden estimate: 32,641	House: 21,281 Total inc. garden estimate: 33,620	House: 22,005 Total inc. garden estimate: 33,802	Vicky Carroll	TBC		TBC	
PI 31	Increase revenue through retail and private hire by 5%	6 monthly	Retail: £16,700 Hire: £12,283	Retail: £18,370 Hire: £13,511	Retail: £6,746 Hire: £17,933	Vicky Carroll	TBC		TBC	
PI 32	To maintain high or increase Net Promoter Score as an indication of customer satisfaction	6 monthly	73	>73	TBC	Vicky Carroll	TBC		TBC	

ALL DIVISIONS

PI No:	Description	Explanations / Definitions / Baselines
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Baseline data: Green Flags at: overall band scores 1. West Ham Park 70-74 2. West Wickham Common - 70-74 3. Riddlesdown - 70-74 4. Epping Forest 70-74 5. Farthing Downs – 75-79 6. Coulsdon Common – 75-79 7. Kenley Common - 75-79 8. Spring Park - 75-79 9. Ashted Common - 80+ 10. Bunhill Fields Burial Ground 80+ 11. Burnham Beeches 80+ 12. City of London Cemetery and Crematorium 80+ 13. Hampstead Heath and Golders Hill Park 80+ 14. Highgate Wood 80+ 15. Queen's Park 80+ Overall percentages: 80+ = 7 = 46% 75 – 79 = 4 = 27% 70-74 = 4 = 27% The improvement target is for 18/19 as some sites are only assessed and scored every other year
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	1. West Ham Park 2. Bunhill Fields Burial Ground 3. Ashted Common 4. Kenley Common 5. West Wickham Common 6. Farthing Downs 7. Epping Forest 8. City of London Cemetery and Crematorium 9. Hampstead Heath 10. Highgate Wood 11. Queen's Park 12. Burnham Beeches
PI 3	Achieve our Departmental net local risk budget.	The Net local risk budget relates to the direct expenditure and income by the Department (Cem & Crem, the Commons, Parks and Gardens, NLOS, Epping Forest and the Directorate) before any support services, central risks or recharges are made. 2017/18 net budget that is put forward as the target is the 2016/17 original budget less £769k SBR savings. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18
PI 8	Reduce utility consumption	The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via meter readings.
PI 9	Reduce fuel consumption	The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via procurement data.
PI 10	Increase electricity generation	The target for the period 16/17 – 17/18 is a minimum addition of 50KW (or thermal equivalent). Two sites will be identified for PV installations and more (including biomass energy options) will be considered should appropriate opportunities arise. Performance against this target is monitored and analysed via meter readings.
PI 14	Increase the amount of supported volunteer work hours	The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has been supervising the volunteers
PI 15	Increase the amount of unsupported volunteer work hours.	The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has not been supervising the volunteers
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Each division to complete at least one hundred 60 second surveys or similar that includes the question; how would you rate the open space/cemetery/garden you visited today, with the choices: n/a, very bad, poor/bad, average/ neither good nor bad, good, very good and/or excellent. Insert hyperlink

PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Measured from data provided by Google Analytics. Visitors are defined as people who have had at least one session in a selected time frame. A session (visit) is the period of time a visitor is actively engaged with the website. All usage data is recorded in a session. Visitors are different from visits.
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Data taken from HR dashboard, health and safety summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 66 accidents of which 47 were investigated within 14 days – 71%. This measure excludes incidents investigated as not all incidents require investigation.
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 3.6 working days per FTE. 3.6 working days is a total of 1,208 days per annum. In Jan 15 to Dec 16 the figure was 3.5 days and Dec 14 to November 15 the figure was 3.64 days. Reducing the average number of day's absence to: 3.45 will reduce the number of working days lost by 51 to 1157 3.30 will reduce the number of working days lost by 101 to 1107 3.20 will reduce the number of working days lost by 135 to 1073 Based on the same size FTE workforce
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	This data is taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 2.43 working days per FTE. 2.43 working days is a total of 815 days per annum. In Jan 15 to Dec 16 the figure was 2.58 days and Dec 14 to November 15 the figure was 2.57 days. Reducing the average number of days absence to: 2.40 will reduce the number of working days lost by 11 to 804. 2.35 will reduce the number of working days lost by 27 to 788 2.30 will reduce the number of working days lost by 44 to 771 Based on the same size FTE workforce
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	An annual Health and Well Being survey has been undertaken and will be rolled out annually. The results are broken down to Department level and a dashboard produced along with an overall COL result. In 2015/16 the following results were achieved in relation to workplace satisfaction: Open Spaces: Satisfied, Very satisfied, completely satisfied = 90.22% Unsatisfied, Very unsatisfied, completely unsatisfied = 9.78% Respondents = 92 City of London overall: Satisfied, Very satisfied, completely satisfied = 92.88% Unsatisfied, Very unsatisfied, completely unsatisfied = 7.12% Respondents = 1,011

SPORTS BOARD

PI No:	Description	Explanations / Definitions / Baselines
PI 16	Increase the amount of tennis played across our sites.	The amount of tennis played is based on adult and concession court hours usage per annum.
PI 17	Increase the amount of football played across our sites.	The amount of football played is based on the number of pitch bookings per annum.
PI 18	Increase the number of golf visits at Chingford Golf Course.	New methodology for capturing the amount of play on the course will be established in the first year as the service moves to in-house provision. The data for 2016/17 will form the baseline for future year's performance indicator targets.

CEMETERY AND CREMATORIUM

PI No:	Description	Explanations / Definitions / Baselines
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Market share of burials is measured in relation to the total deaths in the seven neighbouring Boroughs'; Newham, Redbridge, Tower Hamlets, Waltham Forest, Hackney, Havering and Barking & Dagenham. This data is obtained from the National Office of Statistics. Percentage market share for last four years is: 2015 – 7.6% / 2014 – 7.3% / 2013 – 8.1% / 2012 – 7.3%. Proposed performance assumes an approx. 0.3% annual uplift challenged for improvement to 0.4%
PI 5	Increase the number of burials	This total will include the number of burials from the adult and child new burials and re-opens. It does not include burials for ashes or public baby burials (NVF's). Number of burials over the last 5 years is: 2011 928 +11% 2012 821 -12% 2013 891 +9% 2014 832 -7% 2015 914 +10% Total burials are 4386. Average change over 5 years is 2.2% increase and average number of burials per annum is 877. Proposed performance assumes an approx. 2.2% annual uplift challenged for improvement to 2.5%
PI 6	Increase the number of cremations	This total will include the number of adult cremations. It does not include NVF's. The number of cremations over the last 5 years is: 2011 2518 2012 2591 +3% 2013 2537 -2% 2014 2593 +2% 2015 2631 +1% Total cremations are 12,870. Average change over 5 years is 1% increase and average number of cremations per annum is 2574. Proposed performance assumes an approx. 1% annual uplift challenged for improvement to 1%
PI 7	As a minimum, achieve local risk Cem & Crem income target	2017/18 income target that is put forward is the 2016/17 original budget plus £51k additional SBR income. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18

Page 94

LEARNING PROGRAMME

PI No:	Description	Explanations / Definitions / Baselines
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score. Equalities data will be captured on these forms as well as postcodes so that mapping can be undertaken. Targeted activity with specific BAME and under-represented groups will also be captured.

We support and enrich our diverse communities

Our ambitions are:

To support and promote learning, reading and literacy, facilitate participation in community and cultural life and meet the needs of all our customers – current and potential

What we do is:

- Contribute to the art and culture offer of the City by supporting free / low cost access to culture, the arts, the very best literature and music and music making in the City
- Provide access to a range of books, reading materials, CDs/DVDs and e-resources for customers of all ages
- Provide access to the Internet to tackle digital exclusion within our communities
- Support the development of skills and learning through a range of activities and resources for customers of all ages
- Provide a key resource hub to support the development of stronger and thriving communities
- Provide an enquiries and information service delivered by specialist staff

Our budget 2017/18 - £,000:

	Local risk	Central risk
Artizan Street	222	0
Information Services	322	0
Shoe Lane	258	64
Barbican Library	1,151	245
Lending libraries unallocated	192	0
Total	2,145	309

The above summary shows the total central and risk budget – a detailed breakdown of total net expenditure is shown in the full DCCS Business Plan

Our top line objectives are:

Priority One - Safe:

- People of all ages live in safe communities, safe accommodation and are protected from harm

Priority Two - Potential:

- People of all ages can achieve their ambitions through education, training and lifelong-learning

Priority Three - Independence, Involvement and Choice:

- People of all ages can live independently, play a role in their communities and exercise choice over their services

Priority Four - Health and Wellbeing:

- People of all ages enjoy good health and wellbeing

Priority Five - Community:

- People of all ages feel part of, engaged with and able to shape their community

What we will measure:

- Increased take up of the libraries offer of e-books, e-audio and e-magazines (target 26,000)
- Satisfaction with services via feedback from customers
- Satisfaction & participation in health and wellbeing activities
- The service level agreement for the early years programme
- The service level agreement for the Portsoken Health and Community Centre.

Corporate projects and programmes:

- Facilitate and deliver cross-departmental and partnership customer events / programmes
- To ensure libraries play an important role in informal learning, self-help and skills development
- To offer a range of activities in the library services that positively impacts our customers' health and wellbeing
- Use technology to increase and transform the activities we offer to realise improved customer engagement and service and departmental efficiency and effectiveness.

Departmental projects & programmes:

- Work with Education & Early Years to offer a range of Children's Centre activities for parents / carers of the under 5s
- Support and enhance education, culture, leisure, health & wellbeing, employability and life-skills initiatives by providing our customers with a wide range of resources including books, DVDs, CDs.

What we will measure:

- Customer satisfaction with our library service
- The impact of our library service on customers' health and wellbeing
- Customer satisfaction with access to digital services & resources in our libraries
- A range of SOUL (Soft Outcomes Universal Learning) outcomes around selected children's library services

How we plan to develop our capabilities this year

- Communicating and supporting staff through change in moving to another department
- Run and respond to user satisfaction surveys across all three lending libraries for adult and children services users to inform the future development of our services
- Submit a bid to the Arts Council's Grants for the Arts Libraries Fund to support the Barbican Library's exhibition programmes
- Ensure staff are fully trained on, and encourage customers to make better use of the libraries self service facilities
- Develop our partnership with the Barbican Centre
- Ensure staff are trained / skilled to undertake every aspect of their jobs

What we're planning to do over the following years

- Explore options on how to make best use of library spaces to deliver community programmes and activities with partners – supporting the government's Libraries First agenda to provide low cost spaces for community use
- Development of long term action and implementation plans to address service development issues arising from the customer surveys.



Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Date:
Culture, Heritage & Libraries	30 May 2017
Subject: Tower Bridge, Monument and Keats House Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides your Committee with an update on the management of risks faced by the Open Spaces Department and Tower Bridge, Monument and Keats House in particular. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has previously reported on six departmental risks. The departmental risk register was reviewed when the department was expanded to include Tower Bridge, Monument and Keats House but it was felt that the risks associated with these sites did not need to be escalated to the departmental level. However, the departmental risks in relation to Health & Safety (OSD 001) and building maintenance (OSD 004) are particularly pertinent to Tower Bridge, Monument and Keats House.

Your Committee is responsible for Keats House which is a registered charity (number 1053381). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to:

- Note the risk scoring grid at Appendix 1
- Note the selected extracts from the Open Spaces Departmental risk register outlined in this report and at Appendix 2
- Approve the Tower Bridge & Monument risk register included within Appendix 3.
- Approve the Keats House risk register included within Appendix 4

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each relevant Committee is presented with relevant risk registers to fulfil this requirement. Although the Charity Commission requires an annual consideration of risks as a minimum, the City's internal policies recommend a quarterly consideration. The Open Spaces Department presents full risk registers to committee twice a year and provides interim updates as part of the Business Plan progress report.

Current Position

4. Appendix 2 shows the relevant Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 and 4 provide the detail of the Tower Bridge & Monument and Keats House divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

Tower Bridge & Monument

5. There are 5 amber risks and 4 green risks. It is proposed that following this report, green risks will be managed at service level and not reported to your Committee. The detail of the individual risks is shown in Appendix 3.

Keats House

6. There are 4 amber risks. The detail of the individual risks is shown in Appendix 4.

Corporate & Strategic Implications

7. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial stability across our activities by delivering identified programmes and projects
 - Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer

- Improving the health and wellbeing of our communities through access to green space and recreation
 - Improve service efficiencies, equalities and workforce satisfaction
8. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk. This support the departmental Business Plan which delivers aspects of the City of London's corporate plan.

Conclusion

9. The need to systematically manage risk across the Department and at a divisional level for Tower Bridge & Monument and Keats House is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Extracts from the Departmental Risk register
- Appendix 3 – Tower Bridge and Monument risk register
- Appendix 4 – Keats House risk register

Esther Sumner, Business Manager

T: 020 7332 3517

E: esther.sumner@cityoflondon.gov.uk

This page is intentionally left blank

Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

Risk Scoring Grid

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

Impact Criteria

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

Risk Definitions

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

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

This page is intentionally left blank

Appendix 2: Extracts from OS Departmental Risk Report for CHL

Report Author: Esther Summer

Generated on: 19 April 2017



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance Buildings 10-Mar-2015 Gain Buttery	<p>Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.</p> <p>Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.</p>	 Likelihood Impact	12	Regular meetings are held with surveyors. New BRM contract starts in July 19 Apr 2017	 Likelihood Impact	2	31-Mar-2019	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally	Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	06-Apr-2017	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Colin Buttery	Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood Impact	6	The department continues to utilize the H&S Improvement Group to facilitate improved practices. Tower Bridge and Keats House have been integrated into this system. 19 Apr 2017	 Likelihood Impact	4	01-Apr-2018	 Decreased Risk Score

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Risk actions monitored at Health & Safety Improvement Group and implemented divisionally.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec-2016	01-Apr-2018

OSD Tower Bridge and Monument

Report Author: Esther Sumner

Generated on: 10 April 2017



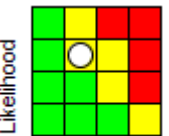


Rows are sorted by Risk Score

Code & Title: OSD TBM Tower Bridge and Monument 9

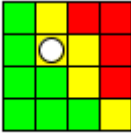
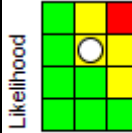

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Terrorism on the tourism business would have a devastating effect on visitors into the City of London, both financial and reputational. Cause; An act of terrorism in the heart of London. Event; Tourists avoiding visitor attractions in London including those owned/operated by the City of London Corporation (in particular The Monument and Tower Bridge) Impact; Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	Likelihood Impact	12	Recent events resulted in a heightened visible presence on Tower Bridge by security staff and police. All systems, policies and procedures were reviewed as well as providing reassurance to staff, visitor and events clients. Local internal discussions as well as corporately were held to review responses and to ensure 'business as usual'. 06 Apr 2017	Likelihood Impact	12	31-Mar-2018	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date

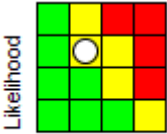
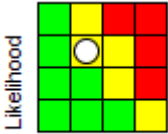

OSD TBM 001a CoLP Counter Terrorism Section liaison.	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.	Chris Earlie	10-Mar-2017	31-Mar-2017
OSD TBM 001b Site security.	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements as well as security staff learning and development is in place.	Chris Earlie	06-Apr-2017	31-Mar-2017
OSD TBM 001c Staff training.	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues.	Chris Earlie	10-Mar-2017	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD TBM 004 Bridge Lifting Operation may fail or become unreliable 10-Mar-2017 Chris Earlie	Operational machinery failure resulting in being unable to carry out a scheduled bridge lift or total failure during a lift which can result in reputational as well as impact to the road infrastructure.	 Likelihood	6	Impact	Planned maintenance regimes are in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors. 06 Apr 2017	 Likelihood	6	31-Mar-2017	 No change

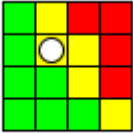
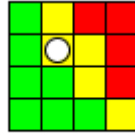

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 004a Maintenance Regimes	Maintain existing controls with increased maintenance inspections on lifting machinery and hydraulic systems. Replacement of certain components have been delivered in 2016/17.	Planned maintenance regimes in place.	Chris Earlie	06-Apr-2017	30-Apr-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 006 Facilities Management Maintenance Response Times 10-Jun-2016 Chris Earlie	Cause: Slow response times to FM service requests. Event: Assets not repaired or replaced in a timely manner. Impact: Public services unavailable for use; income generation reduced; increase in H&S incidents and insurance claims.	 Likelihood Impact	6	Continuing liaison with City Surveyor's and attendance at FM Category Board by SMT member has further highlighted issues to be dealt with in a timely manner. 03 Oct 2016	 Likelihood Impact	6	31-Dec-2016	 Decreased Risk Score

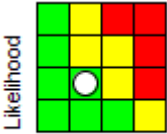
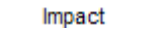
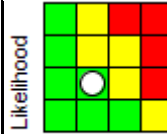
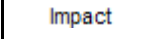

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 004a Updated Asset Registers	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset registers reviewed annually as part of the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

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access 13-Mar-2017 Chris Earlie	Closure of the Bridge by the authorities due to an incident will prevent staff accessing the Bridge and affect the exhibition, events and any scheduled Bridge lifts.	 Likelihood	6	Continued liaison with all authorities and 24/7 control room monitors all activities on the Bridge. Unforeseen closures are dealt with as they occur and contact immediately made with Police/ TfL as necessary in order to limit impact on operations. 06 Apr 2017	 Likelihood	6	31-Mar-2017	 No change

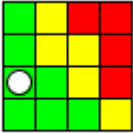
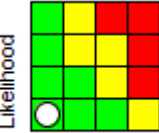

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 007a Close Liaison with Police and PLA	Continued communication/ liaison with Police and PLA is maintained during any closure or any proposed planned closures.	Regular contact is maintained with all authorities as part of business as usual.	Chris Earlie	06-Apr-2017	31-Aug-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets 13-Mar-2017 Chris Earlie	Anything which may affect the economy and deter visitors from the UK.	 Likelihood Impact	6	Tower Bridge will respond as necessary based upon information from the tourism industry, however, as a visitor attraction we are dependent on customers and our marketing activities will be targeted accordingly. 06 Apr 2017	 Likelihood Impact	6	31-Mar-2017	 No change

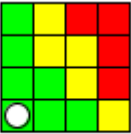
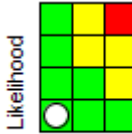

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 009a Monitor Related Industry Sources	Maintain communications within the industry and trade associations who report trends and areas of any concern.	As per main description.	Chris Earlie	06-Apr-2017	13-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 008 Income and Service Delivery Affected by Pandemics eg. flu 13-Mar-2017 Chris Earlie	Pandemic which may affect staff attendance as well as visitor numbers to the exhibition and private events.	 Likelihood  Impact	4	Reliance on alert mechanism in place via Town Clerk and our peers within the tourism industry. 06 Apr 2017	 Likelihood  Impact	4	31-Mar-2017	 No change

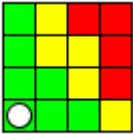
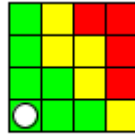

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 008a	Ensure updates of any potential pandemics are received Maintain network of communication within the industry and also with City of London Emergency Management Team.	There would need to be an assessment made on the availability of the workforce to be able to open the exhibition and non exhibition staff would be used to supplement short fall.	Chris Earlie	06-Apr-2017	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 002 Loss of IT Systems at Tower Bridge and The Monument 31-Mar-2016 Chris Earlie	Not installing electronic systems to promote retail income growth and enhanced offer to visitors at Tower Bridge and The Monument	 Likelihood	2	There is currently a project for a new ticketing/ booking and retail software system which will be cloud based resulting in improved resilience as well as reducing the reliance on the IT infrastructure. 06 Apr 2017	 Likelihood	1	31-Oct-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 002a Continuous Improvement	Introduction of a new EPOS system which is cloud based which will improve resilience and reliability.	The new EPOS System is due to go live on 25th April.	Chris Earlie	06-Apr-2017	30-Jun-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 003 Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure 10-Mar-2017 Chris Earlie	The failure of both lifts will result in visitors and events clients having to use the stairs. Events would also be affected as all food, drinks and catering equipment would have to manually handled up the stairs.	 Likelihood Impact	1	Both lifts within the Tower have undergone extensive planned maintenance in 2016/17 with most major components replaced. 06 Apr 2017	 Likelihood Impact	1	31-Oct-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 003a Lift Maintenance	Lift maintenance agreement in place as well as recent replacement of main drive and traction motors.	All planned maintenance for 2016/ 17 has been completed.	Chris Earlie	06-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 005 Hosting of School Groups 01-Apr-2016 Chris Earlie	Hosting of school groups reaching capacity leading to adverse publicity on educational and social responsibility fronts.	Likelihood  Impact	1	No change 10 Mar 2017	Likelihood  Impact	1	31-Jan-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 005a Investigate Alternatives	Investigate possibility of introducing additional floor within north or south tower.	Gateway 1/ 2 Report approved and detailed investigations currently taking place.	Chris Earlie	06-Apr-2017	31-Mar-2018

OSD Keats House

Report Author: Esther Sumner

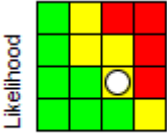
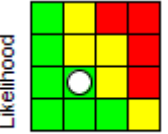

Generated on: 19 April 2017



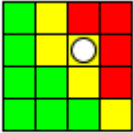
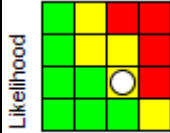

Rows are sorted by Department Code

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 001 Health and Safety of staff, volunteers, visitors and contractors 07-Apr-2017 Bob Warnock	Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of divisional H&S audits; security; anti-social behaviour; dealing with members of the public Event: staff, volunteer or contract undertakes unsafe working practice Impact: Death or injury of staff, contract, member of public or volunteer	 Likelihood	8	Keats House now integrated into Open Spaces. Staff will be included within Open Spaces H&S procedures and supported by the broader management team. 07 Apr 2017	 Likelihood	4	31-Oct-2017	

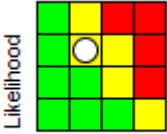
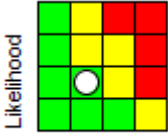

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD KH 001 a	Keats House staff to be invited to attend divisional H&S meetings	The H & S lead for NLOS sends invites to key staff inviting them to Divisional H & S meetings.	Bob Warnock	18-Apr-2017	31-Mar-2018

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 002 Theft or damage to Keats House or its contents 07-Apr-2017 Richard Gentry	Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events. Event: City of London are unable to open the property to the public to show items of interest due to theft of item or damage caused in effecting theft and necessity to carry out repair, or install new collection Impact: Loss of or damage to heritage collection items; loss of equipment or personal belongings; reputational damage	 Impact	8	Keats House has security procedures in place, including: shutters on ground floor windows, CCTV, monitored intruder alarm 19 Apr 2017	 Impact	4	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD KH 002a	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	This is ongoing		19-Apr-2017	31-Mar-2018

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 003 Insufficient maintenance 07-Apr-2017 Richard Gentry	Cause: Building deteriorates due to insufficient maintenance Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods. Impact: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure)	Likelihood  Impact	12	Keats House has moved under the auspices of the Hampstead Heath property team. Considerable work has been done to get the CWP programme up to date and to address longstanding maintenance issues. 19 Apr 2017	Likelihood  Impact	8	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD KH 003a	KH to continue developing relationship with CSD and attend, when necessary, client liaison meetings.	This is ongoing		19-Apr-2017	31-Mar-2018

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 004 Loss of staff expertise 07-Apr-2017	Cause: Staff move on to new roles Event: Keats House staff not experienced in collection, unable to offer positive visitor experience. Impact: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues	 Likelihood	6	Keats House has already recruited a pool of casual staff to assist with covering staff absence. 19 Apr 2017	 Likelihood	4	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD KH 004a	All interpretation staff to be familiarised with the collection to ensure retention of collections-related knowledge	This is ongoing		19-Apr-2017	31-Mar-2018
OSD KH 004b	Improved collections management system to be purchased	This is an action for next year		19-Apr-2017	31-Mar-2019

Committees:		Dates:
Projects Sub Planning & Transportation Culture, Heritage and Libraries		10 May 2017 23 May 2017 30 May 2017
Subject: Refurbishment of Tower Bridge Engine Rooms Internal Reception and Gift Shop	Gateway 7 Outcome Report Regular	Public
Report of: Director of Open Spaces Report Author: Jamie Bottono, Operations Manager		For Decision
<u>Summary</u>		
<u>Dashboard</u>		
Project Status Compared to GW 2	Budget: Green Specification: Green Programme: Green	
Project Status Compared to GW 5	Budget: Green Specification: Green Programme: Green	
Timeline	Project is complete	
Total Estimated Cost at GW 5	£359,580	
Approved Budget at GW 2	£415,000	
Final Approved Budget	£362,814	
Spend/ Committed to Date	£358,699	
Overall Project Risk	Green	
<u>Recommendations</u>		
It is recommended that the project is closed.		

Main Report

1. Brief description of project	Complete refurbishment and reconfiguration of the engine room's internal reception and gift shop.
2. Assessment of project against success criteria	<p>1. Increased income generated through offering a greater range of merchandise in the gift shop.</p> <ul style="list-style-type: none"> • The refurbished space has increased the size of the shop and provided additional shelf space to allow for more items and a greater range of merchandise to be

offered.

- The following table presents a comparison against the old and new shop.

Activity	Dec 15 to Feb 16	Dec 16 to Feb 17
No. of Transactions	19,882	27,779 (↑ 40%)
Gross Income (Paying visitors & passing footfall)	£154k	£250k (↑ 62%)
Spend per Head	£1.42	£2.13 (↑ 50%)
No. of Paying Visitors (engine rooms only)	108,883	117,367 (↑ 8%)
Average Transaction	£7.75	£9.00 (↑ 16%)
Admission Tickets Purchased in the Shop	6,052	7,256 (↑ 20%)

2. Attracting additional passing footfall through having a more prominent visible entrance and attractive modern gift shop.

- The location of the new entrance and the refurbished gift shop are highly visible when approaching the Bridge from the west along the south riverbank.
- The shop is having a positive effect in attracting passing footfall and interest from visitors to the area which in turn leads to increased trade in terms of retail and exhibition visitors.

3. Meeting visitor's expectations of a modern and forward looking tourist attraction.

- The shop now provides a modern and inviting environment for visitors to enjoy and is representative of the ambitions and expectations of the business to maintain its position in the tourism market.

	<p>4. An efficient operational space combining the entrance reception and gift shop to reduce congestion and provide visitors with a comfortable environment in which to browse.</p> <ul style="list-style-type: none"> The reconfiguration of the space has allowed for better integration and communication between exhibition and security staff as well as improving the circulation space and flow of visitors throughout the shop. 								
<p>3. Key Benefits</p>	<p>The larger and modern gift shop has provided the opportunity for further development of the retail element of the business and ability to offer a wider range of merchandise.</p> <p>The new entrance is highly visible from Shad Thames and has attracted additional passing footfall as well as further help raise the profile of the shop and exhibition in the immediate area.</p>								
<p>4. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)</p>	<p>Yes</p>								
<p>5. Programme</p>	<p>The project was completed within the agreed programme</p> <p>The original programme identified at Gateway 2 was dependent on the completion of the relocation of the engine room's entrance as part of the Phase II Residence Project.</p> <p>However, the start on site date of Phase II was delayed and therefore the window of opportunity, during low season Nov - Mar, could not be met.</p> <p>This project commenced on 3rd October 2016 and the 6 week programme overran by 1 week due to minor snagging issues (Completion date 21st November 2016).</p>								
<p>6. Budget</p>	<p>The project was completed within the agreed budget</p> <p>The Gateway 2 budget of £415,000 was reduced to £359,580 at Gateway 5. Additional expenditure of £3,234 was required to cover additional building works identified during the project.</p> <table border="1" data-bbox="555 1711 1342 2024"> <tr> <td>Est Costs – GW 3/ 4</td> <td>£415,000</td> </tr> <tr> <td>Est Costs – GW 5</td> <td>£359,580</td> </tr> <tr> <td>(Main Works)</td> <td>£302,650</td> </tr> <tr> <td>(Prep works – not included in Phase II Project))</td> <td>£30,000</td> </tr> </table>	Est Costs – GW 3/ 4	£415,000	Est Costs – GW 5	£359,580	(Main Works)	£302,650	(Prep works – not included in Phase II Project))	£30,000
Est Costs – GW 3/ 4	£415,000								
Est Costs – GW 5	£359,580								
(Main Works)	£302,650								
(Prep works – not included in Phase II Project))	£30,000								

Final Account Verification	(Audio Installation & Safe)	£3,500
	(Fees)	£23,430
	TOTAL PROJECT COST	£362,814
	Verified	

Review of Team Performance

7. Key strengths	<p>As the engine rooms were shut for the six week programme all staff at the Bridge worked together to provide and promote the temporary shop on Level 2 of the south tower. This was successfully achieved with no substantial loss of income.</p> <p>At the same time there was the Bridge resurfacing project taking place and all staff as well as contractors co-ordinated these works with minimal impact on the business.</p>
8. Areas for improvement	N/A
9. Special recognition	N/A

Lessons Learnt

10. Key lessons	N/A
11. Implementation plan for lessons learnt	N/A

Appendices

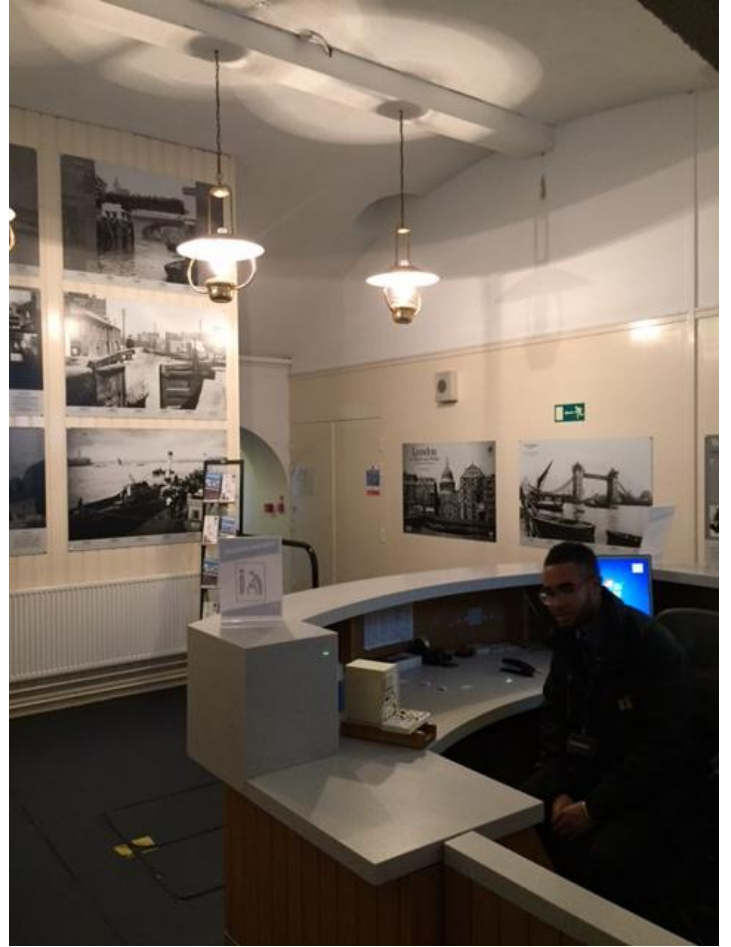
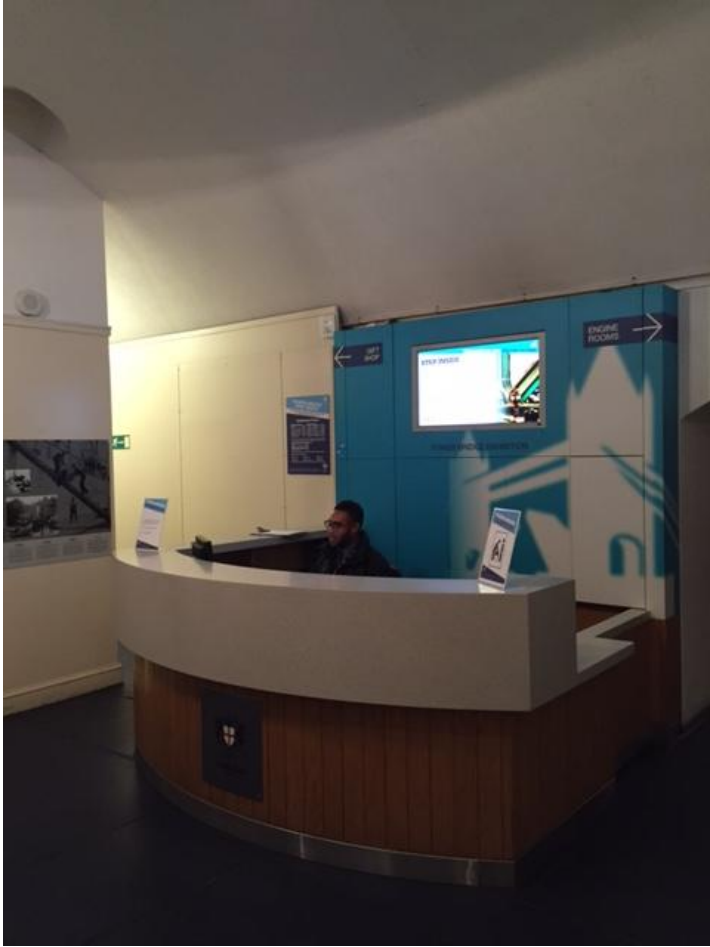
Appendix 1	Photographs of Before and After Project
-------------------	---

Contact

Report Author	Jamie Bottono
Email Address	jamie.bottono@cityoflondon.gov.uk
Telephone Number	020 7940 8391

Appendix 1

BEFORE



AFTER



Committee(s)	Dated:
Culture, Heritage and Libraries Committee	30/05/2017
Subject: London Metropolitan Archives: production of iconic archives	Public
Report of: Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Director of London Metropolitan Archives	

Summary

This report summarises the present position regarding the production of the City's iconic archives and proposes the codification of current practice.

Recommendation(s)

Members are asked to approve the report and in particular the recommendation at paragraph 4 that the production of the City's archival treasures, particularly Magna Carta, is restricted primarily to high profile City led events such as state banquets and VIP visits to Guildhall on core City business.

Main Report

Background

1. The City of London has a long tradition not only of providing good stewardship for its archives over many centuries but also of using its iconic documents selectively to support its current working priorities. Recent examples include the display of the Great Parchment Book for the state banquet in honour of the President of Ireland in 2014, the Hooke Dairy for the Honorary Freedom given to Stephen Hawking and Magna Carta for the Honorary Freedom given to Aung San Suu Kyi, both in 2017.
2. In 2014 the City also opened the Heritage Gallery within the Guildhall Art Gallery to be able to display its most precious documents on a rotating programme for the public and for the visit of dignitaries to Guildhall on City business, such as the attendance of former President Clinton at the Inclusive Capitalism conference in 2015. Researchers at LMA normally have access to this material via digitised copies.

Current Position

3. The display of all archives but particularly the most rare and precious ones, such as Magna Carta, has to be balanced against the need to protect them from damage and to ensure that they continue to be able to be viewed for years,

indeed centuries, to come. For this reason, the production of such documents needs to be closely controlled and monitored.

4. Practice on such production has evolved in recent years and requests have increased to the point where officers would value the guidance of Committee. No major change to the current position is envisaged but it is proposed that the production of the City's archival treasures, particularly Magna Carta is restricted primarily to high profile City led events such as state banquets and VIP visits to Guildhall on core City business. They will continue to be displayed in the Heritage Gallery on a rotating basis.

Implications

5. The Remembrancer's Department has been consulted in the preparation of this report.

Corporate & Strategic Implications

6. The proposal in this report aligns with the City of London Corporate Plan 2015-19. The proposal supports the strategic aim *to provide valued services, such as education, employment, culture and leisure to London and the nation* as well as Key Policy Priority 5 *increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation*.

Conclusion

7. The proposal balances the need to provide effective stewardship for the City's archival collections alongside the clear benefits of supporting City business priorities through the display of relevant documents.

Appendices

None

Contact

Geoff Pick
Director, London Metropolitan Archives
Town Clerk's Department
T: 020 7332 3833
E; geoff.pick@cityoflondon.gov.uk

Committees:		Dates:
Projects Sub-Committee Culture, Heritage and Libraries Committee City of London Police Committee		17 February 2017 30 May 2017
Subject: Gateway 7 Outcome Report: City of London Police Museum	Gateway 7 Outcome Report Light	Public
Report of: Assistant Town Clerk and Cultural Hub Director		For Decision
Report Author: Sara Pink – Head of Guildhall & City Business Libraries		
<u>Summary</u>		
Project Status Compared to GW2	Budget : Green Specification: Green Programme: Green	
Project Status Compared to GW5	Budget : Green Specification: Green Programme: Green	
Timeline	The project is complete pending approval of this report	
Total Estimated Cost @ Gateway 5	Funded by the Heritage Lottery Fund award of £90,300; 83% of the total cost of the project Match funding – City of London Police contributed £9,000 Guildhall Library contributed £10,000 Total project cost: £109,300	
Currently Approved Budget	£109,300	
Spend / committed to date	£109,000	
Overall project risk	Green	
<u>Recommendations</u>		
It is recommended that the lessons learnt be noted and the project is closed		

Main Report

1. Brief description of project	Design and build a reimagined and modern City of London Police Museum to bring to life the stories of the force following closure at Wood Street; made possible by a
--	--

	financial award from the Heritage Lottery Fund.
2. Assessment of project against success criteria	<p>1. Opening of Museum The museum was open on time and on budget and successfully brings the vision to life</p> <p>2. Increased footfall Visitor numbers to the museum and associated events programme within the three months since opening (14 November 2016 - 12 January 2017) are 5,194; an average of 1,731 visitors per month. Hitherto, the space was occupied by the Clockmakers museum which saw an annual visitor footprint of 11,000; an average of 920 visitors per month.</p> <p>3. Increased revenue Merchandise sales: £496.30 Ticket Sales for Events to December 2016: £1,191 Merchandise and Events total (Nov - Dec 2016): £1,687.30. Hitherto, there were no merchandise sales associated with the Clockmakers museum and as such this represents a 100% increase.</p> <p>4. Positive feedback See Appendix 1</p> <p>5. School/community/outreach activities undertaken</p> <p>University/Colleges Westminster Kingsway College Italian Accountancy group UCL English as a Foreign Language Danish/English Police/Services training Group</p> <p>Primary Schools St Pauls Cathedral School Sir John Cass School Virginia Primary School Home Educator Group St George the Martyr Argyle primary school Netley primary school Torriano</p> <p>Secondary Schools East London Academy Corelli College De La Salle School, Basildon</p> <p>Adult/Events London Historians Private View and talk</p> <p>Professional Israeli Police Heritage Centre Metropolitan Police Museum Kent Police NARPO (National Association of Retired Police Officers)</p>
3. Key Benefits	1. The collections have been brought to life through innovative design and the use of cutting-edge technology.

	<ol style="list-style-type: none"> 2. The museum is now much more accessible to the public with longer opening hours. 3. The pod design of the museum enables flexibility for new stories/collections to be added each year. 4. The museum has attracted significant press coverage, and was referred to by The Telegraph as '<i>London's quirkiest new museum</i>'. 5. The museum appeals to the general public but equally to school children and community groups. 6. The museum is a successful collaboration between the City of London Corporation's Guildhall Library, the City of London Police, and Guildhall School of Music and Drama and the Heritage Lottery Fund. 7. The cultural offer of the City of London Corporation is enhanced by the addition of a museum which explores the unique story of the City of London Police Force. 8. The archival documents enabled a reinterpretation of the Jack the Ripper story from the perspective of the victim rather than the murderer. This had never been attempted before and sets the museum apart from others. 9. The Tower of London (Historic Royal Palaces) has requested a collaboration with the Police Museum as we are thematically logical partners with many links existing between the City and the Tower, in particular crime and punishment. They are the lead partner in the submission of a bid to the Heritage Lottery Fund for c. £600K in February 2017 for a youth engagement programme which will benefit both partners.
<p>10. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)</p>	<p>Yes</p>
<p>11. Programme</p>	<p>The project was completed within the agreed programme</p>

12. Budget	The project was completed within the agreed budget
	Verified
Final Account Verification	All sums are below the threshold which requires formal verification

***Please note that the Chamberlain’s department Financial Services division will need to verify Final Accounts relating to medium and high risk projects valued between £250k and £5m and all projects valued in excess of £5m.**

Review of Team Performance

13.Key strengths	1. The vision to create a collection which charts the development of the City of London Police force, from its earliest days through the intrigue of the Victorian era to modern policing and current challenges like cybercrime and fraud, has been recognised. The end result has succeeded in realising this vision and has been delivered on time and on budget.
14.Areas for improvement	<p>1. Signage has been challenging and it is recognised that the addition of signs within the square mile directing the public to the Museum would be beneficial and visitor feedback tells us that the museum is difficult to find. The highways department are currently including this request within their signage review.</p> <p>2. It would be beneficial to produce a guidebook for the museum which in turn could generate additional revenue.</p>
15.Special recognition	It was necessary for Guildhall Library staff to juggle the project to design and build a new museum in addition to their day jobs, within a limited budget and a tight timescale for delivery.

Lessons Learnt

16. Key lessons	1. Last minute changes to the design specification and entrance to the museum were requested by the City Surveyors Department in order to install a rapiscan for enhanced security which has not yet come to fruition. It is crucial that departments are able to proactively assist in specifying their requirements at an early stage.
17. Implementation plan for lessons learnt	1. We will continue to seek the full involvement and co-operation of departments and other stakeholders as the museum progresses.

Appendices

Appendix 1	Feedback from museum visitors
-------------------	-------------------------------

Contact

Report Author	Sara Pink
Email Address	Sara.Pink@cityoflondon.gov.uk
Telephone Number	0207 332 1866

This page is intentionally left blank

APPENDIX

Comments from Visitors' book

As retired NSW Police, we both enjoyed seeing the similar ties we share. Great job!
Thoroughly enjoyable, well presented and interesting
Absolutely fascinating, very good presentation
Marvellous! Lovely to see the objects breathing in a museum display. Congratulations
Wonderful that these important items are still valued and given notice.
Fantastic work - long overdue! Well done
A perfect museum - interesting, amazing and fun!
Fantastic to discover so many new things
Well executed display and lovely photos - thanks for the efforts!
Such an informative and interesting way to learn about London City Police. Congrats!
Beautifully done!
What a lovely collection. My favourite bit was the Jack the Ripper installation
A lovely collection in a great setting. Thanks.
Interesting! Love the part of trying on police hats!
Fantastic! Loved the interactive bits - really great!
Excellent interpretation and display, well done! Huge history made informative and engaging.
Great use of space and excellent presentation
So interesting and informative. So glad we came.
Very interesting. Improves my knowledge about the City Police.
A fantastic new museum! Well done to all those involved!
Fantastic addition for London!
Awesome museum. Could not come to London and not see this. Well worth the visit. Thank you.
Marvellous, thank you! I especially enjoyed the uniforms
What a brilliantly put-together museum. Thank you. Excellent!
Amazing museum. Enjoyed visit very much. So interesting!
Excellent museum - well displayed items and just the right amount of commentary.
A fascinating museum giving excellent idea of police history.
Great to have the museum and looking so wonderful
2nd visit. Excellent. Will be bringing groups.
An interesting and informative experience. Much appreciated. Especially the 'colour coded' sections.
Excellent museum. I shall certainly recommend to others.
Very interesting and I would rate this and inform my friends about it. Well done!

This page is intentionally left blank

Committee(s)	Dated:
Culture, Heritage and Libraries	30/05/2017
Subject: Review of non-admission charges at Guildhall Art Gallery	Public
Report of: Peter Lisley, Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Elizabeth Scott, Head of Guildhall Art Gallery and London's Roman Amphitheatre	

Summary

Aligned with the City Corporation's Service Based Review, which promotes income growth to meet agreed savings targets, the Guildhall Art Gallery (GAG) has undertaken an informal benchmarking exercise and assessed the prices levied by similar London-based institutions against the set and variable rates it charges for its schools workshops, tours, and loans of artworks. New and previously uncharged service opportunities have also been identified as part of this work.

Based on this research, this report recommends increased charges for the majority of GAG's services and the introduction of a hire business for its Heritage Study Room for which a 25% reduction is proposed for bookings from City Corporation departments.

Over the year, the new pricing schedule is likely to return an increase in net income of £3,090 for GAG without proving cost prohibitive to the sectors and communities it serves. This figure, which may only be achieved if demand is consistent with previous years, represents a little under 1% of GAG's total local risk budget and, as such, will help towards rebalancing planned savings at a time when resources are stretched more than ever.

Recommendation(s)

Members are asked to:

- Approve the charges as set out in item 17 which, in summary, are an increase of 5% for the majority of GAG's services except behind-the-scenes tours for which a 100% increase is proposed;
- Approve the hire rates for the Heritage Study Room at £40 per hour or £250 for a full day (the room not previously having been let); and
- Approve a 25% discount on hire fees for the Heritage Study Room for City Corporation departments and Members.

Main Report

Background

1. The Guildhall Art Gallery (GAG) relies heavily on its ability to generate income from services and programmes. In 2017/18, an income target of £70,000 has been set. This represents almost 20% of its total local risk budget.
2. To help meet this target, to offset, in part, proposed savings of 2% to local risk budgets in 2018/19, and to ensure all revenue channels are delivering best value for the GAG, a review of charging has taken place and a new pricing schedule is proposed.
3. Whilst admission to Guildhall Art Gallery (GAG) is free, some of its temporary exhibitions are charged. This report does not consider these charges which are calculated on a case-by-case basis and aligned with the content, expense and anticipated footfall of the exhibition.
4. In addition to exhibition admissions, GAG also charges for:
 - a. Schools workshops;
 - b. Tours, provided by City Guides and staff;
 - c. Loans of artworks to other museums and galleries;
 - d. Image reproductions; and
 - e. Filming permissions.
5. From this list, GAG sets prices for items 1a to 1c only (prices for image reproductions are aligned to standard *Collage* charges (set by the London Metropolitan Archives) and filming permissions are negotiated on a case-by-case basis by your Film Office). The current charges reviewed under the new schedule in item 17 are therefore limited to these three areas.
6. The GAG's Heritage Study Room was completed in September 2014, at the same time as the launch of the City of London Heritage Gallery. To date, it has been used by the Gallery team for meetings and workshops with community and education groups. When it is not being used, there is an opportunity to make it available for hire and so generate income. No hire charge has previously been levied for this facility.
7. To ensure charges for the Room are aligned with other venue-for-hire assets at Guildhall, the City Centre and the City Business Library have been consulted. The library has also provided advice regarding booking procedures and terms and conditions for room use.

Current Position

8. The 2016-17 prices for schools workshops, tours and loans are given in the table below alongside the proposed increases. An outline of current market rates for similar services provided by other organisations is also shown.

9. Charging for schools workshops (maximum 30 children) was introduced in 2013-14 (self-guided school groups can still visit the GAG for free), aligning the GAG with industry practice. Typically, museums and heritage sites charge in the region of £3 to £4 per child for a workshop, with some charging per child and others a set price for the class.
10. The GAG offers free, introductory tours led by volunteer City Guides. Longer, more in-depth tours by City Guides are also available for pre-booked groups. For these, the guides receive a fee and the GAG a modest commission. Curator or staff-led tours are offered at a premium. For out-of-hours tours, there is an increased charge to cover additional staff and security costs. This pricing also aligns with industry standards.
11. The GAG regularly loans paintings to museums and galleries in the UK and abroad for public exhibitions, where the host can meet the GAG's loan conditions. This increases public access to the collection and raises the profile of the GAG and the City Corporation. In line with shared practice across most of the sector, the GAG does not charge a loan fee to UK institutions. It does, however, recover costs associated with the loan, including those for conservation work and for replacing a painting if the requested work is on public display (an 'on display charge'). For international loans, a loan fee is charged.
12. From the charges considered under this report, the GAG realised a net income of c. £7,500 in 2016/17.

Proposals

13. It is proposed to increase the majority of GAG's service charges from July 2017 by at least 5% in order to deliver c. £3,090 in additional net income. This figure may only be achieved if demand is consistent with previous years.
14. In addition, it is proposed to increase the cost of a behind-the-scenes tour by 100%, from £100 to £200 per group. The reason for this significant increase is not only because these tours are unique and have considerable marketability, but also because they need two members of staff to facilitate them due to space constraints and security requirements, thus current margins are very narrow.
15. For hire of the Heritage Study Room, staff at the City Centre and the City Business Library have advised charging between £35 and £60 per hour based on their knowledge of room hire rates in the Guildhall complex and the local area. Since this is a new offer, it is proposed to begin by hiring the room at a rate of £40 per hour, with a discount for a full day's hire (£250). If the offer is successful, the possibility of increasing the rate will be considered as part of another pricing review in 2018/19.
16. At the same time, it is proposed to introduce a 25% discount for City of London Corporation departments booking the Heritage Study Room in order to support internal partners and to encourage take-up.
17. The existing and proposed charges are set out in the table below:

	CHARGE 2016-17	PROPOSED CHARGE 2017-18	NET INCOME INCREASE FOR GALLERY 2017-18*	INDUSTRY BENCHMARK
EDUCATION (per group of 30)				
Schools Workshop	£100	£105	£135	Geffrye Museum / Horniman Museum / Courtauld Institute / Barber Institute: £70- £135
TOURS OF THE GALLERY OR AMPHITHEATRE (per group of 25)				
City Guide Tour (includes GAG fee)	£100	£105	£55	Geffrye Museum / Barber Institute / Wallace Collection / Dulwich Picture Gallery: £70-£200
Staff-led Tour	£150	£160	£20	Geffrye Museum / Barber Institute / Wallace Collection / Dulwich Picture Gallery: £70-£200
Behind the Scenes Tour	£100	£200	£400	Each museum / gallery has its own range of fees for covering special access visits – these are determined by perceived demand
City Guide Tour: Out of Hours (includes GAG fee)	£166	£175	£10	Each museum / gallery has its own range of fees for covering special access visits – these are determined by perceived demand
Staff-led Tour: Out of Hours	N/A	£210	£630	Each museum / gallery has its own range of fees for covering special access visits – these are determined by perceived demand
LOANS OF COLLECTION ITEMS				
UK loan fees per item (store)	£75 (+VAT)	£80 (+VAT)	£20	Each museum / gallery has its own standards, with a full range of fees covering different elements (from £0- £1,000)
UK loan fees per item (on display)	£275 (+VAT)	£290 (+VAT)	£30	Each museum / gallery has its own standards, with a full range of fees covering different elements (from £0- £1,000)

	CHARGE 2016-17	PROPOSED CHARGE 2017-18	NET INCOME INCREASE FOR GALLERY 2017-18*	INDUSTRY BENCHMARK
LOANS OF COLLECTION ITEMS cont'd				
International loan fees per item (store)	£675 (+VAT)	£710 (+VAT)	£30	Each museum / gallery has its own standards, with a full range of fees covering different elements (from £0-£1,000)
International loan fees per item (on display)	£875 (+VAT)	£920 (+VAT)	£225	Each museum / gallery has its own standards, with a full range of fees covering different elements (from £0-£1,000)
Conservation preparation fees	£50/hr (+VAT)	£55/hr (+VAT)	£135	N/A
ROOM HIRE				
Heritage Study Room (hr rate)	N/A	£40	£ 400	Advice received from The City Centre / City Business Library
Heritage Study Room (day rate)	N/A	£250	£1,000	Advice received from The City Centre / City Business Library
Total increase in net income*			£3,090	

* Net increase for 2017-18 is based on income as seen in 2016-17, and on current / projected bookings and requests - but could go up or down.

Corporate & Strategic Implications

18. These proposals support the GAG's objective to increase earned income and will support its public exhibitions and events programme which operates on a minimal budget with little to no room for flexibility.

19. Increases are benchmarked against industry standards; they are also aligned with the City Corporation's Service Based Review in that they deliver income growth as a means to support services and meet savings.

Implications

20. The City Solicitor will be consulted regarding terms and conditions for hire of the Heritage Study Room before this is offered to the public.

Conclusion

21. This report recommends modest increases on the majority of GAG charges, and a larger increase for behind-the-scenes tours, which, through market testing, it has been established are under-priced. It also recommends charges for the hire of the Heritage Study Room that are in line with other rooms for hire within the Guildhall Complex.

22. In an environment where cultural assets are being strongly encouraged to deliver an ever-greater proportion of their income through commercial and private sector sources, and following local savings targets that the GAG has met under the City Corporation's Service Based Review, the revised pricing schedule is a timely and appropriate proposal that will help – in some small way – to support the Gallery's public exhibitions and events programme going forward.

Elizabeth Scott

Head of Guildhall Art Gallery and London's Roman Amphitheatre

T: 020 7332 1832

E: Elizabeth.Scott@cityoflondon.gov.uk

Committee(s)	Dated:
Culture, Heritage and Libraries – For Information	30/05/2017
Subject: City Corporation support of London Borough of Culture	Public
Report of: The Assistant Town Clerk and Cultural Hub Director	For Information
Report author: Nick Bodger, Head of Cultural and Visitor Development	

Summary

The Mayor of London is set to launch a new competition this summer to find the London Borough of Culture (LBOC). The project, which aims to promote culture within the community, will see two winning boroughs, one in 2019 and one in 2020, awarded funding to lead an innovative programme of cultural activities. In addition, up to six other boroughs will receive support to deliver bespoke cultural projects.

Over recent months, your officers have been working closely with the Mayor of London's Culture Team to identify how the City Corporation may best support this initiative, noting its ambitions accord with our commitment to serve London's communities and build on its reputation as a cultural destination of global significance.

This has resulted in the City Bridge Trust pledging £300k over two years as part of the LBOC funding award, and an officer working group, chaired by your Head of Cultural and Visitor Development, being established. The group will explore how your resources may most appropriately be used in-kind to assist the winners and the competition achieve success. These resources include your cultural assets as well as other areas of the City Corporation's business operations.

A letter outlining the City Corporation's in-principle commitment to support the LBOC has been sent from your Chairman of Policy and Resources to the Mayor of London.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Mayor of London has launched a new competition inviting London's 32 boroughs to apply for funding to lead a game-changing cultural programme. The competition will see two winning boroughs named London Borough of Culture,

one in 2019 and one in 2020, and up to six other boroughs receiving support to deliver bespoke cultural projects.

2. Inspired by the UK City and European Capital of Culture Programmes, London Borough of Culture will put culture at the heart of the community, celebrating the unique and distinctive creativity, character and diversity of London's people and places. The aim is for boroughs to be bold and imaginative, working collaboratively across their communities and with artists to deliver against local priorities and ambitions, while exploring new ideas and piloting new partnerships.
3. The programme is being developed with a range of strategic partners who haven't yet been announced. These partners will support the programme and/or winning boroughs financially and through in-kind support.
4. Your City Bridge Trust has already pledged £300,000 to the programme over two years. This will form part of the prize fund offered to the winning boroughs.

Current Position

5. In addition to this support, your officers have been working closely with the Mayor of London's Culture Team to explore how the City Corporation may offer in-kind support for the competition, aligning with its commitment to serve London's communities through the provision of culture and a wide range of other services, and to grow London's reputation on the world stage as a leading cultural destination.
6. This has resulted in a pan-organisational officer group being formed, chaired by your Head of Cultural and Visitor Development. The group currently comprises representatives from your London Metropolitan Archives (LMA), Guildhall Art Gallery, Remembrancer's Events Team, Cultural & Visitor Development Team, City Information Centre and Barbican Centre, as well as your Central Grants Unit. It is expected that representatives of other City Corporation assets and services will be invited to join as discussions progress.

Options

7. It is unlikely that the specifics of the City Corporation's support will be known until the winning boroughs are announced later this year, as what is offered may not be desired by the borough or may need adaptation. Conversely, City Corporation ambitions across some services may align more readily with one destination than another.
8. That said, ideas discussed to date and which give some flavour as to what may be offered include:
 - a. The LMA delivering in-kind archival services for the competition and/or research services for the winning borough;

- b. The Remembrancer discounting hospitality space for the winning borough should that borough be seeking a central London location for an event or reception;
- c. The Barbican Centre working with the winning borough in an advisory (artistic) capacity; or
- d. The City Information Centre being “taken over” by the winning borough for two weeks to drive international visitor footfall to the borough’s programmes and events.

Proposals

- 9. A letter outlining a commitment in-principle has been sent by your Chairman of Policy and Resources to the Mayor of London, Sadiq Khan. The letter states that “support will need to be negotiated and agreed with appropriate City of London officers and will be subject to the resources available to them”.
- 10. A further report will be returned to your Committee once the full package of support has been agreed.

Corporate & Strategic Implications

- 11. City Corporation support of the London Borough of Culture strongly aligns with its Corporate Plan and in particular Key Policy Priority 5 *by increasing the outreach and impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation.*

Implications

- 12. Wherever proposed benefits cannot be offered freely under delegated authority, relevant permissions will be sought from the appropriate Member group to sanction the value and extent of the offer.
- 13. These, and all other proposals for benefit-in-kind support, will be collected by your Central Grants Unit who will check compliance with City Corporation protocols and ensure appropriate reporting to the Finance Grants Oversight and Performance Sub-committee.

Conclusion

- 14. The City Corporation is committed to supporting London’s communities through the provision of culture, education, green spaces, and a wide range of other services. The London Borough of Culture provides a significant opportunity for it to demonstrate this commitment and bring real benefit at a grassroots level where need is greatest.
- 15. Furthermore, the programme supports the City Corporation’s ambition to promote London as a leading cultural destination by showcasing the wealth of cultural activities taking place in every corner of the capital.

This page is intentionally left blank

Committee(s)	Dated:
Culture, Heritage and Libraries	30/05/2017
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Alex Hugo, City Culture Executive	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 28 April 2017. At this meeting, the CAI considered the following proposals:

- **Sculpture in the City:** final list of sculptures to be included in the 2017 programme for this initiative.
- **House of Sound:** two sonic installations that will form part of the Open House Weekend 2017 programme in the City of London, developed by music artist, Iain Chambers and visual artist, Dan Fox.

Recommendation(s)

Members are asked to:

- Ratify the City Arts Initiative's recommendations in relation to the above proposals as follows:
 - **Sculpture in the City:** note the final list of sculptures following your Committee's approval of the shortlist in January, understanding final installation will be subject to logistics and availability;
 - **House of Sound:** approve the installation of 'Mythophones' as part of a sonic trail in the week 11-17 September across five locations in and around the Cheapside area, and of the soundscape speakers in the Guildhall Yard for the Open House Weekend (16/17 September).

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 Mrs Barbara Newman to sit on the City Arts Initiative 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 CAI met on 28 April 2017 to consider the proposals outlined below.
5. Full details of the all applications to the CAI are available on request from the Assistant Town Clerk and Cultural Hub Director.

Proposals

Sculpture in the City 2017

6. The CAI received a presentation detailing all works listed for inclusion in the 2017 programme of Sculpture in the City.
7. This highlighted the very recent withdrawal of one site from the 2017 programme and a report on the efforts being made to find suitable alternatives for the works originally proposed for installation there.
8. Noting final installation of all sculptures will be made subject to logistics and availability and that the CAI recommended that the full shortlist be approved in January (followed by ratification by your Committee), the group commended the final selection.

House of Sound

9. *House of Sound*, an initiative by sound artist Iain Chambers, is made up of two elements:
 - a. an installation of 'Mythophones' (large gramophone-like trumpets) in the Cheapside area encouraging those passing by to place their heads next to the speakers to hear the sounds of the historic City.
 - b. a soundscape in the Guildhall Yard during Open House weekend (16-17 September 2017) which will immerse visitors in a surround sound experience combining new music and archive sounds to recreate the City through time;
10. In a collaboration between artist, Dan Fox and composer/musician Iain Chambers, the Cheapside elements will comprise five 'Mythophones' forming an on-street sonic trail during the week running up to London Open House weekend (11-17 September).

11. The 'Mythophones' are attractive, red gramophone trumpet style objects, through which people are encouraged to listen to sounds of the City's past by placing their heads to the speaker.
12. The new site-specific music composition proposed for the Guildhall Yard will be played through loudspeakers and accompanied by live musicians using instruments from across the centuries.
13. The Yard performances will last around 20 minutes with performances on the hour during both days of the Open House weekend. They will also be broadcast on UK and German radio.
14. Iain Chambers (the applicant) is working with the City's Significant External Events Group (SEEG), the Remembrancer and relevant officers to ensure that all sound is within safe and reasonable levels.
15. The project has received funding from the City Corporation's Central Grants Scheme: *Inspiring London through Culture*, the Cheapside Business Alliance, and Arts Council England's Grants for the Arts; a funding application is also under consideration by the Heritage Lottery Fund.
16. The CAI recommends the House of Sound for approval.

Corporate & Strategic Implications

17. 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

18. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 28 April 2017.

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Assistant Town Clerk and Cultural Hub Director.

Alex Hugo

City Culture Executive

T: 020 7332 3567

E: alex.hugo@cityoflondon.gov.uk

This page is intentionally left blank

<p>Committee: Culture, Heritage and Libraries Committee</p>	<p>Date: 30 May 2017</p>
<p>Subject: Decision taken under Delegated Authority/ Urgency procedures the last meeting of the Committee</p>	<p>Public</p>
<p>Report of: Town Clerk</p> <p>Report author: - Julie Mayer</p>	<p>For Information</p>

Summary

This report advises Members of action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, since the last meeting of the Committee and in accordance with Standing Order No. 41 (a & b).

Recommendation:

Members are asked to note the following decisions, taken under urgency procedures, since the last meeting of the Culture, Heritage and Libraries Committee on 6 February 2017.

1. City Arts Initiative – *‘Aldgate in Camera’* and *‘Arches’*
2. Cultural Hub Public Realm Temporary Projects 2017 – *‘Quick Wins’*

1. City Arts Initiative applications

Your City Arts Initiative (CAI) recommended the following:

a) A proposal from Laura Ratling of Claque Theatre for a temporary artwork, to be installed in and around the streets of Aldgate.

This exhibition will take place between Saturday 3 June and Sunday 16 July. The installation of photographs is being developed as part of a partnership with the local community, who have sourced historic images of the area from the London Metropolitan Archives, Guildhall Library, Bishopsgate Institute, Tower Hamlets Archives and Artizan Street Library and Community Centre. A digital and printed map of the trail will be promoted alongside free, community-led guided tours to enable people to access the exhibition. City Planning officers have offered to give advice on planning issues.

b) A proposal from Christina Andersen of Crossrail Limited for the installation of a large scale, permanent sculptural form – *Arches* by Yayoi Kusama – as part of the Culture Line/Elizabeth Line Crossrail development

The public realm elements of this sculpture will be above ground and will eventually be owned and maintained by the City of London Corporation. The Crossrail Art Foundation, a registered charity, was founded with support from the City of London Corporation and has a mission to promote art that will enhance the journeys of millions using the Elizabeth Line each day.

Reason for urgency:

CAI Members considered the above proposals via email and supported them unanimously. The applications were granted under urgent action, given that the timing of the projects precluded them from being considered by the Culture Heritage and Libraries Committee on 30 May 2017.

Action taken:

1. **Aldgate in Camera:** approved, subject to agreement on suitable locations and the necessary planning permissions and licenses being obtained.
2. **Arches:** approved and noted that the Crossrail Art Foundation continues to work with the City of London Corporation with regard to access, planning requirements and health and safety concerns.

2. Cultural Hub Public Realm Temporary Projects 2017: ‘Quick Wins’

The Quick Wins project was requested by the Cultural Hub Working Party and the indicative programme was endorsed by the Working Party on 1st February 2017 and the Cultural Hub Programme Board on 7 March 2017. The majority of the installations and events proposed are intended to be temporary and the project will provide an opportunity for the wider community to give feedback on which installations are preferred. There will be an option for popular installations to be retained for a longer period and those installations that are less popular can be removed.

Reason for urgency:

The first phase of the ‘Quick Wins’ will need to be in place in time for the launch of the new Cultural Hub brand on 20th July 2017. This will include 3-4 high impact projects for the public realm; i.e. artist commissions, new bespoke furniture, and ‘playable’ city installations. In order to programme these installations, officers are on a very tight schedule of just 4 months; the usual lead-in time for this kind of work being 9 months to 1 year.

Action taken:

1. Initiation of a programme of 'Quick Wins'; comprising events, installations and greening in the public realm in support of the Cultural Hub; and
2. Funding of £60,000 (as detailed in Section 20 of the report) to develop the project to the next Gateway.

Julie Mayer
Town Clerk's
Julie.mayer@cityoflondon.gov
tel: 020 7 332 1410

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank