



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 18 DECEMBER 2017  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

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

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

**Lunch will be served in the Guildhall Club at 1.00pm**  
**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

*PLEASE NOTE: Those items which might be approved or noted, without discussion, are marked with a (\*). It is open to any Member to request that an item be 'unstarred' and subject to discussion. Members may inform the Town Clerk of this request prior to the meeting, or the Chairman at the start of the meeting.*

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 4<sup>th</sup> September 2017.

**For Decision**  
(Pages 1 - 6)

4. **CITY OF LONDON CORPORATION LIBRARY SERVICES, TOGETHER WITH AN UPDATE ON BUSINESS PLAN OBJECTIVES (2017/18) FOR LIBRARY SERVICES**

A presentation of the Head of Barbican and Community Libraries.

**For Information**

5. **MINUTES FROM SUB COMMITTEES \***

To receive the draft public minutes of the:

Benefices Sub Committee – held on 5<sup>th</sup> October 2017.

Keats House Consultative Committee – held on 7<sup>th</sup> November 2017.

**For Information**  
(Pages 7 - 14)

6. **TERMS OF REFERENCE\***

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 16)

7. **CITY INFORMATION CENTRE: ANNUAL SURVEY FINDINGS 2017/18**

Report of the Assistant Town Clerk (Culture Mile Director).

*Please note there is a non-public appendix in respect of this report at item 20 on part 2 of this agenda.*

**For Information**  
(Pages 17 - 22)

8. **DRAFT DEPARTMENTAL BUSINESS PLANS 2018/19 - TOWN CLERK'S CULTURAL SERVICES; OPEN SPACES AND HERITAGE; BARBICAN AND COMMUNITY LIBRARIES**

Report of the Assistant Town Clerk (Culture Mile Director), Director of Open Spaces and Director of Community and Children's Services.

**For Information**  
(Pages 23 - 46)

9. **REVENUE AND CAPITAL BUDGETS 2018/19**

Report of the Chamberlain, the Assistant Town Clerk and Culture Mile Director, the Director of Open Spaces and the Director of Children's and Community Services.

**For Decision**  
(Pages 47 - 60)

10. **OPEN SPACES DEPARTMENT BUSINESS PLAN 2017-2018 - Q2 MONITORING REVIEW**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 61 - 74)

11. **A RESOLUTION FROM THE POLICY AND RESOURCES COMMITTEE IN RESPECT OF THE CITY OF LONDON CORPORATION POCKET BOOK \***

Town Clerk to be heard.

**For Information**  
(Pages 75 - 76)

12. **DECISIONS TAKEN SINCE THE LAST MEETING UNDER DELEGATED AUTHORITY/URGENCY PROVISION \***

Report of the Town Clerk.

**For Information**  
(Pages 77 - 78)

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

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

15. **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**

**16. NON- PUBLIC MINUTES\***

To approve the non-public minutes of the meeting held on 4<sup>th</sup> September 2017.

**For Decision**  
(Pages 79 - 80)

**17. NON- PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE\***

To receive the non-public minutes of the meeting held on 5<sup>th</sup> October 2017.

**For Information**  
(Pages 81 - 82)

**18. REPLACEMENT MODEL FOR THE CITY OF LONDON FESTIVAL AND THE 2017/19 OUTDOOR ARTS PROGRAMME, WITH AN UPDATE ON BUSINESS PLAN OBJECTIVES (2017/18) FOR CULTURAL AND VISITOR DEVELOPMENT\***

A presentation from the Head of Cultural and Visitor Development.

*Members are asked to note the report and minute from the Culture, Heritage and Libraries Committee held on 24 October 2016 in respect of this matter and attached herewith.*

**For Information**  
(Pages 83 - 90)

**19. ANNUAL REPORT ON WAIVERS \***

Report of the Chamberlain.

**For Information**  
(Pages 91 - 100)

**20. CITY INFORMATION CENTRE: STATUS REPORT AND ANNUAL SURVEY**

A non-public appendix in respect of item 7 on this agenda.

**For Information**  
(Pages 101 - 102)

**21. THE SALE OF TWO CARRIAGES - PROGRESS REPORT**

Report of the City Surveyor.

**For Decision**  
(Pages 103 - 110)

**22. LORD MAYOR'S STATE COACH - CONSERVATION AND REPAIR\***

Report of the Director of the Built Environment.

*This report was approved by the Projects Sub Committee on 8<sup>th</sup> November 2017.*

**For Information**  
(Pages 111 - 126)

23. **TOWER BRIDGE AND THE MONUMENT PERFORMANCE REPORT APRIL - SEPTEMBER 2017**

Report of the Director of Open Spaces.

**For Information**  
(Pages 127 - 138)

24. **TOWER BRIDGE AND THE MONUMENT PRICING REVIEW FOR 2018/19**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 139 - 150)

25. **THE MONUMENT VISITOR CENTRE\***

Report of the Director of Open Spaces.

*This report will be presented to the Projects Sub Committee, for Decision, on 11<sup>th</sup> December 2017.*

**For Information**  
(Pages 151 - 158)

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

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

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## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

**Monday, 4 September 2017**

Minutes of the meeting of the Culture, Heritage and Libraries Committee  
held at Guildhall

### **Present**

#### **Members:**

Graham Packham (Chairman)	Ann Holmes
Vivienne Littlechild (Deputy Chairman)	Deputy Wendy Hyde
Munsur Ali	Deputy Jamie Ingham Clark
Alexander Barr	Andrew Mayer
Deputy John Bennett	Jeremy Mayhew
Peter Bennett	Sylvia Moys
Deputy David Bradshaw	Barbara Newman
Tijs Broeke	Deputy Dr Giles Shilson
Deputy Michael Cassidy	Jeremy Simons
Thomas Clementi	Mark Wheatley
Anne Fairweather	
Deputy, the Rev Stephen Haines	
Graeme Harrower	
Prem Goyal	
Deputy Tom Hoffman	

#### **In Attendance:**

Bridget Sawyers – Public Arts Consultant, Thames Tideway (for item 7)

#### **Officers:**

Peter Lisley	- Assistant Town Clerk/Cultural Hub Director
Julie Mayer	- Town Clerk's
Andrew Buckingham	- Town Clerk's
Nick Bodger	- Town Clerk's
Carol Boswarthack	- Community and Children's Services
Colin Buttery	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Christopher Earlie	- Department of Open Spaces
Simon Glynn	- Department of the Built Environment
Geoff Pick	- Culture, Heritage and Libraries Department
Sara Pink	- Culture, Heritage & Libraries Department

### **1. APOLOGIES**

Apologies were received from Deputy Kevin Everett, Alderman Sir Roger Gifford, Alderman John Garbutt, Caroline Haines, Wendy Mead (Chief Commoner), Judith Pleasance and Deputy Richard Regan.

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

Mark Wheatley declared a general, non-pecuniary interest in respect of agenda item 18 (Outdoor Arts Programme) by virtue of his position as an independent

(non-Trustee) Director of 'Baby Fun Trading'; a company associated with Tommys.

3. **MINUTES**

The public minutes and non-public summary of the meeting of 10 July 2017 were approved.

Matters arising

- Members noted that the public scanner at the Barbican Library was now working after a lengthy delay. The Chairman was concerned that the IS Department must understand that they retain responsibility for the quality of services even if they are outsourced to a 3<sup>rd</sup> party. The Chairman of the IT Sub Committee, who is also a Member of this Committee, advised that he had arranged to meet with the IT Director this week and would raise this issue.
- In response to a query about the Pocket Book, the Director of the LMA advised that the first copy had been produced in 1788 and this early edition was available at the meeting.

4. **KEATS HOUSE PREMISES LICENCE APPLICATION**

The Committee considered a report of the Director of Open Spaces in respect of the Department's forthcoming application for a Premises Licence for Keats House. During the discussion and questions, the following points were noted:

- Officers had engaged with the Licensing Team at the City of London Corporation at an early stage and this had been very helpful in drafting the application.
- Consultation would be both statutory as well as engagement with neighbours; i.e., advising them how and where to submit comments etc.
- The application would be prescriptive in terms of use of the House and Garden, off sales and regulated entertainment. Members noted that both the House and Garden had hosted successful events, with no complaints.
- Officers planned to follow the good practice used by Tower Bridge in events management.
- Conditions on the Licence would emerge as the application progressed.

RESOLVED, that – the submission of an application for a Premises Licence, to the London Borough of Camden, be approved

5. **KEATS HOUSE ACCESS IMPROVEMENTS FUNDED BY CAMDEN COMMUNITY INFRASTRUCTURE LEVY (CIL) FUND**

The Committee considered a report of the Director of Open Spaces in respect of the House's successful grant application for £58,000 of CIL funding. Members noted that this project was low risk and therefore likely to take a faster route through the City of London Corporation's Project Gateway

Procedure. The Assistant Town Clerk/Cultural Hub Director advised that the Officer Scheme of Delegation was currently under review and this would include revisiting thresholds. The report would be presented to the Projects Sub Committee on 7<sup>th</sup> September and there should be no risk to timescales.

RESOLVED, that – the project be progressed via the Corporate Project Procedure.

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

The Committee considered a report of the Assistant Town Clerk/Cultural Hub Director in respect of the second round of grant applications under the Central Grant's Programme's '*Inspiring London through Culture*' funding theme.

In response to a question about providing a brief description of projects for which grants are NOT recommended for support by the Officer Panel, Members noted that it is current practice in City Corporation grant reporting for this information not to be included. Officers agreed to investigate whether it would be possible to include descriptions of projects not recommended for support in public reports going forward or if this would necessitate the report being moved to the non-public session.

RESOLVED, that:

1. The recommendations for applications under the '*Inspiring London through Culture*' funding stream, as set out in Appendix 2 to the report, be approved.
2. The Change of Use application from the London Symphony Orchestra be approved.

7. **PROPOSED ARTWORKS FOR BLACKFRIARS EMBANKMENT FORESHORE**

The Committee received a presentation and model in respect of the proposed artworks for Blackfriars Embankment Foreshore. The Public Arts Consultant for Thames Tideway was in attendance to demonstrate the model and take questions from Members. Members noted that the proposal would be subject to an application to the City Arts Initiative (CAI) later in the year.

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

- The artist sought to use a new space on the river; framing existing views and making new ones.
- The development would be outside the navigation channel and therefore unaffected by tidal flow. The artist had worked closely with the Environmental Agency and the Port of London Authority.

- The Reviewing Panel had requested a noise assessment but it was expected that, despite the proximity from Embankment, the river on the south side should mean that traffic noise would not be excessive. The area would be as open as possible, allowing plenty of access.
- As the area could take 1500 standing spaces; this new space would provide opportunities for events such as the Lord Mayor's Fireworks and '*Illuminated River*'.
- Future maintenance costs would be included as part of the agreement to proceed.

In concluding, the Chairman and Members commended an exciting project and inspirational model.

#### 8. **SCULPTURE IN THE CITY 2107 UPDATE**

Members received a presentation from the Assistant Director, Department of the Built Environment, which included a short film showing public reactions to this year's 'Sculpture in the City' exhibition. Members noted that six new locations had been introduced this year, including the Lloyds Building.

- Members noted strong, positive responses to the exhibits; the opportunities presented by the educational component; i.e. 'Archikids' and enhancements to the public realm; all of which sought to attract talent and tenants to the City. International delegations had visited the exhibits as part of London Festival of Architecture and Open House tours.
- There was a lengthy discussion about conceptual art, which had featured strongly in this year's exhibits, and it was accepted that this might not be to everyone's taste. The officer confirmed that he was not aware of any complaints.
- There was a general agreement to the City not being prescriptive about the exhibits, given the spirit of goodwill which makes Sculpture in the City possible. Members noted that at the inception of Sculpture in the City, seven years ago, it was agreed that artists would be selected by an independent panel and not the Culture, Heritage and Libraries Committee.
- Members agreed that the gender diversity of artists should hopefully be more balanced next year but it was noted that this had been the case in previous exhibitions. It was also suggested that Embassies be approached for recommendations.

The Chairman and Members thanked the officer for an insightful and positive presentation.

9. **BARBICAN AND COMMUNITY LIBRARIES**

Due to time pressure on the agenda, it was agreed to defer this presentation to the next meeting.

*At 12.50, Members agreed to suspend standing orders to conclude the business on the agenda.*

10. **BARBICAN AND COMMUNITY LIBRARIES CUSTOMER SURVEY**

Members received a report of the Director of Community and Children's Services in respect of two recent in-depth surveys of users. Responses were received from 2898 adults and 309 children and Members commended the Head of Barbican Community Libraries and her staff for the excellent feedback.

RESOLVED, that the report be noted.

11. **CITY OF LONDON CORPORATION CULTURAL STRATEGY**

Members considered a report of the Assistant Town Clerk/Cultural Hub Director in respect of the Cultural Strategy, which would expire at the end of December 2017. The report sought Members' approval to the strategy, noting that the Committee had overall responsibility for the strategy but that given the cross-cutting way in which culture was delivered across the organisation, it would be presented to many City of London Corporation Committees during the autumn, before its final approval by the Policy and Resources Committee and Court of Common Council in December 2017.

During the discussion, Members made the following suggestions:

- Include references to public realm enhancements.
- Members asked for a final, marked up copy to be circulated, once the Strategy had been presented to the various committees. The Assistant Town Clerk/Cultural Hub Director advised that, if any substantial changes were made to the Strategy, Members could receive a further version at the next meeting.
- Members noted that there would be a breakfast briefing on Wednesday 6 September for the Chairmen and Deputy Chairmen of those Committees receiving the Strategy.
- Finally, Members suggested that the Strategy should be 2018-2022.

RESOLVED, that – the Draft Cultural Strategy be recommended for formal adoption by the City of London Corporation.

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

In response to a question about the route of the IAAF Marathon, Members noted that Guildhall Yard was used for camera shots and the equipment had taken up a lot of space.

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

- The Director of the LMA advised that the LMA had won the 2017 National Archive Volunteering Project of the Year award for its Speak Out (LGBT) project. The judging panel described it as 'exceptional in empowering partnership with the LGBTQ+ community, resulting in benefits for volunteers, staff skills and collections at LMA, and reaching a wide audience through an onsite exhibition and with a demonstrable sense of community recognition and value for participants.' The award is made by the Archives and Records Association (UK and Ireland).
- Members noted the success of the Londinium event and were encouraged to visit.

**14. EXCLUSION OF THE PUBLIC**

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

**Item No.**  
15 - 20

**Paragraph No.**  
3

**15. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 10 July 2017 were approved.

**16. LICENCE FOR FRIENDS OF GUILDHALL ART GALLERY TO SITE DONATION BOXES ON GUILDHALL ART GALLERY PREMISES**

Members considered and approved a report of the Assistant Town Clerk and Cultural Hub Director.

**17. TEN KEATS GROVE, HAMPSTEAD (FORMERLY THE HEATH LIBRARY) PROPOSED LICENCE RENEWAL TO KEATS COMMUNITY LIBRARY (KCL)**

Members considered and approved a report of the Director of Open Spaces.

**18. OUTDOOR ARTS PROGRAMME (NEW CITY OF LONDON FESTIVAL MODEL): EVENTS FOR SPRING 2018**

Members Agreed to defer this report to the next meeting of the Committee.

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

There were no questions.

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

There were no items.

**The meeting ended at 13.10**

## **BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE**

**Thursday, 5 October 2017**

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries)  
Committee held at Guildhall

### **Present**

#### **Members:**

Andrew McMurtrie (Chairman)  
Ann Holmes  
Deputy Jamie Ingham Clark

Vivienne Littlechild (Ex-Officio Member)  
Graham Packham (Ex-Officio Member)  
James de Sausmarez

### **In Attendance**

#### **Officers:**

Julie Mayer - Town Clerk's

#### **1. APOLOGIES**

Apologies were received from Alderman Gregory Jones and Tom Hoffman.

#### **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 1 June 2017 were approved.

#### Matters arising

The Town Clerk agreed to contact the new Lord Mayor's Secretary in respect of the newly elected Lord Mayor's planned visits to the City's Benefices.

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

There were no questions.

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

There were no items.

#### **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 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 (s)**  
7 – 10

**Para No**  
2, 3

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 1 June 2017 were approved.

8. **UPDATE ON VISITS TO THE VARIOUS BENEFICES**

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

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**

There were two items of urgent business while the public were excluded.

**The meeting ended at 2.45 pm**

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Chairman

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

## **KEATS HOUSE CONSULTATIVE COMMITTEE**

**Tuesday, 7 November 2017**

Minutes of the meeting of the Keats House Consultative Committee held  
at Keats House, Keats Grove

### **Present**

#### **Members:**

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

### **In Attendance**

#### **Officers:**

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

#### **1. APOLOGIES**

There were no apologies.

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

There were no declarations.

#### **3. MINUTES**

The minutes of the meeting held on 4<sup>th</sup> May 2017 were approved.

#### Matters arising

- A new PR Consultant had been engaged to help promote the new exhibition on Keats and Milton, which will include engaging with local publications such as the Ham and High.
- Mr Martin Humphery (formerly of the Hampstead Conservation Area Advisory Committee) advised Members that, following Mr Nigel Steward's resignation as the Heath and Hampstead Society's representative, he would be taking over, by virtue of his position as Vice President of the Society. Members noted that Mr Humphery was no longer a member of the Hampstead Conservation Area Advisory Committee and, at this stage, it was uncertain as to whether they would be sending another representative to the Keats House Consultative Committee.

- Members were pleased to note that the finger post signposting to the House had been replaced.
- The City of London Corporation had appointed a new maintenance contractor and the Superintendent of Hampstead Heath reported this new service was working well.
- The boiler flue had been re-routed temporarily, recognising that this is not the best solution aesthetically, Members noted longer term plans to re-line the chimney and redirect the flue into it.
- The Principal Curator has approached a variety of stakeholders in respect of setting up a working party for the 200<sup>th</sup> anniversary of Keats' death in 2021. Members noted the Keats-Shelley House in Rome and King's College London have expressed an interest in collaborative working. The Keats Foundation's interest in this project was also noted and Members would receive updates on further discussions. Mr Bobasch, Keats Community Library, had sent some ideas to the Principal Curator.

#### 4. **KEATS HOUSE PROGRESS REPORT**

Members received a report of the Director of Open Spaces which summarised the achievements and developments at Keats House since the last meeting of the Consultative Committee in May 2017.

Visitor figures had significantly increased for another year running, as had engagement with the events programme.

There had been some impact on school figures as teachers faced increasing difficulties getting permission from headteachers to take children out of school. Committee members suggested that some parents may also be concerned about safety on school trips or reluctant to volunteer to help and this may be impacting on figures.

The Keats House Education Officer offered a range of activities in the House and garden and, whilst she could visit school assemblies etc, Members noted that this was a part-time post of just 15 hours a week. Members agreed strongly about the value of school trips in bringing pleasure to education and encouraging those children who interact better out of a classroom environment. The Education Officer was also working with the Hampstead Heath Education Team to collaborate on the Keats House summer school, the theme of which will be '*Outside*'.

The Principal Curator advised that the previous year's school figures had also been boosted by having the Children's Laureate Michael Rosen as Poet in Residence. Michael was continuing to work with Keats House, providing professional development for teachers. Members noted that 50 school children a week visited Keats Library and the Library representative agreed to discuss opportunities with the Principal Curator for cross promotion.

Members suggested there may be opportunities to increase the number of groups visiting Keats House. The Principal Curator explained that, in the past, Keats House was closed to the public in the mornings but opened especially for group visits, which was not cost effective. The House was now open to the public in the mornings and groups were encouraged to visit during normal opening hours, which has led to an increase in visitor numbers and income overall. Members noted the shortage of spaces for coach parking. The Superintendent of Hampstead Heath offered to investigate whether facilities on the Heath could be provided for parking at the House.

Members noted that the House's integration with Open Spaces had been working well; i.e. the House had benefited from support from the Heath Constabulary and staff welcomed being part of a larger, local team within the City of London Corporation. Members valued the Principal Curator's links with staff in former Culture, Heritage and Libraries teams and asked officers to be mindful of retaining them after her forthcoming departure.

Members were pleased to note that income had been increasing in respect of private hire events and the Principal Curator tabled the latest events programme. Members suggested promoting the House to Livery Companies and Ward Clubs; i.e. offering evening curated tours on week days, with refreshments. The Principal Curator advised that the House had hosted one Ward Club Meeting but this not been actively promoted. The Chairman suggested a marketing briefing to all Livery Clerks, which could be followed up at a forthcoming meeting of the Livery Committee.

This year's Open House had been very successful, with some 1,000 visitors and, whilst this had not generated income, it helped to raise the profile of the House. The Principal Curator welcomed suggestions in respect of future events and a Member quoted previous successes; i.e., readings from love letters and a session from a young spoken word artist. Members were reminded that there had been no 'Poet in Residence' last year, because of the budgetary situation at that time, but this year's Poet was very well connected and was supporting the curation of the Events Programme. Members expressed their gratitude to the Keats Foundation for their on-going support of Keats House Poets.

Members were reminded of the refurbishment of the landing in 2015, as a temporary exhibition space, and the House was now sufficiently resourced to maximise the area. Currently there were no show cases, just wall mountings, but there were plans to source a table top case. The next exhibition would be on Milton's influence on Keats. The Principal Curator had been in discussion with an academic partner about a potential future exhibition on the influence of romanticism on the '*New Romantics*' fashion era of the late 1970's/early 1980's. The academic is intending to apply to the Arts and Humanities Research Council for funding for a research project, with Keats House being the public engagement partner.

The Superintendent was pleased to advise that there had been a very good response to the advertisement for a new Principal Curator and interviews would

take place on 14<sup>th</sup> November. The current Principal Curator had updated the job description and written the job advertisement and the Head of the Guildhall Art Gallery would be on the interview panel. The Chairman suggested that the current post holder could add value by being on the panel but it was noted that this was not currently general practice for the Corporation.

Members also noted other recent recruitments, particularly a new Customer Service Apprentice on a 14-month placement. The Principal Curator advised that this had been very successful and was hopeful that a further apprentice could be recruited once her placement finished. Whilst income from private hire was likely to cover maternity pay for one member of staff, Members felt very strongly that maternity benefits should be funded centrally and not from local risk budgets.

Members noted that approximately 50 volunteers supported the public events programme, as well as helping in many other areas. Private Hire events were supervised by Keats House staff, with support provided by casual staff, who were on zero hours contracts, at London Living Wage. Members noted that casual staff were generally students or employed elsewhere and all were DBS checked. Members asked for their gratitude to volunteers to be recorded and noted, volunteer parties were arranged in the summer and at Christmas.

Members noted that Keats Community Library's Licence to occupy Ten Keats Grove had been renewed, for a further three years, with a request for a comfort letter for a further 2 years. Members suggested that a 5-year term be considered at the next renewal.

Keats House had received Full Accreditation by Arts Council England, following the submission of its accreditation form last year.

The Superintendent of Hampstead Heath advised that he would be applying for a 'London in Bloom' Award for the House next year. A Member commented on the large amount of bird droppings by the Library. These were cleaned regularly by the garden volunteer team but the Superintendent would investigate whether the tree could be pruned to limit the issue.

Members noted that the Culture, Heritage and Libraries Committee had approved Keats House's proposal to apply for a Premises Licence from the London Borough of Camden and, during the discussion on this item, the following points were noted:

- Internal consultation had taken place and further discussions were planned with local stakeholders. The Heath and Hampstead Society had asked for a meeting with the Superintendent.
- Members felt strongly that, given this was a particularly quiet residential area, the terminal hour should be 10.30pm, with 30 minutes dispersal time.

- The Principal Curator advised that there would be no off-sales beyond alcoholic gifts in the gift shop, and it was not intended that unsealed containers would be taken off the premises.
- Officers had met with both the City of London Corporation's in-house Licensing Team and Camden's Team (pre-application) to ensure that the application met the 4 Licensing Objectives. Members noted there would be further statutory consultation once the application had been submitted.
- The new Director of Open Spaces was very experienced from his time with Royal Parks and would be the Designated Premises Supervisor.

RESOLVED, that – the report be noted.

**5. VERBAL UPDATE ON KEATS HOUSE ACCESS IMPROVEMENT PROJECTS**

The Principal Curator was heard in respect of the recent competitive tendering process to appoint an Architect, funded from Camden's Community Infrastructure Levy. Some very early drawings were tabled and Members noted that the improvements would cover the following:

Toilet block – Members noted the plans to keep this functional and easy to clean, whilst generally improving its appearance. The existing two cubicles would be retained, as there was not sufficient space for three, and they would be gender neutral with baby changing facilities. Members suggested installing a gent's urinal to keep queues down (but space limitations prevent this) and installing sensor activated heaters.

Path lighting – Members were keen to retain the residential feeling of the House and the Principal Curator advised that the lighting would be very low and at ground level. Furthermore, the lighting would only be used when visitors were arriving and leaving, after nightfall, and would be of a discrete design but robust enough to withstand gardening equipment. Members noted the current floodlights at the rear of the building, which acted as a security deterrent, and additional lighting would be positioned near the toilet block and at the far corner of the library.

Entrance – Members noted that this area had been prone to flooding and therefore a drainage solution (soakaway) would be added, which would not need to be fitted to the mains drainage and would therefore be cost-effective. The project would also remodel the entrance to the House, to make it more welcoming and befitting of a public museum. Members noted that plans included a new gate, moving the composting and recycling bins, moving the path to create more grass area and York stone paving to the front of the House. The Principal Curator advised that a planning application would be necessary.

**6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE CONSULTATIVE COMMITTEE**

There were no questions.

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

The Keats House Consultative Committee asked for their thanks to Principal Curator, Vicky Carroll, to go on record for her invaluable service over the past 5 years and would like to wish her every success in the future.

Dates of 2018 meetings:

11 April -11.30 am - at Guildhall

3 October – 2.30 pm – at Keats House

**The meeting ended at 4.10 pm**

-----  
Chairman

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# Agenda Item 6

<b>Committee:</b> Culture, Heritage and Libraries Committee	<b>Date:</b> 18 December 2017
<b>Subject:</b> Terms of Reference and Frequency of Meetings of the Culture, Heritage and Libraries Committee	<b>Public</b>
<b>Report of:</b> Town Clerk <b>Report author:</b> Julie Mayer, Committee and Member Services officer	<b>For Decision</b>

## Summary

As part of the implementation of the 2011 Governance Review, it was agreed that all Committees/Boards should review their Terms of Reference Annually. This will enable any proposed changes to be considered in time for the re-appointment of Committees by the Court of Common Council in April.

Following your Committee's approval of the reorganisation of the former Department of Culture, Heritage and Libraries in December 2016, Members are asked to consider an additional point (n) – '*The appointment of the Directors of Open Spaces and Community and Children's Services and the Assistant Town Clerk (Culture Mile Director)*'. This will reflect the three directorates which now report to the Culture, Heritage and Libraries Committee.

Members are asked to note that, in accordance with the City of London Corporation's Procedure for Chief Officer Appointments, the Recruitment Panel should be made up of the Chairman and Deputy Chairman of the Employing Committee (or of each Employing Committee, if more than one).

## Recommendations

1. That, subject to any comments, the Terms of Reference of the Culture, Heritage and Libraries Committee be approved for submission to the Annual Meeting of the Court of Common Council, 2016, as set out in the appendix; with an additional point (n) in respect of the appointment of the Directors of Open Spaces and Community and Children's Services and the Assistant Town Clerk (Culture Mile Director).
2. The Committee are asked to consider the frequency of their meetings going forward; i.e. 6 meetings a year.

**Appendix:** Terms of Reference of the Culture, Heritage and Libraries Committee

## **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.

### **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.
- (n) *The appointment of the Directors of Open Spaces and Community and Children's Services and the Assistant Town Clerk (Culture Mile Director).*

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries – For Information	18/12/2017
<b>Subject:</b> City Information Centre: annual survey findings 2017/18	<b>Public</b>
<b>Report of:</b> Peter Lisley, Assistant Town Clerk and Culture Mile Director	<b>For Information</b>
<b>Report author:</b> Nick Bodger, Head of Cultural and Visitor Development	

## Summary

This report provides an update on the work of the City Information Centre (CIC) including the results of its annual user survey conducted this summer.

The Centre continues to perform well with 97% of users rating the staff as good or excellent, and 99% rating the quality of information the same in this year's user survey. In addition to this, the Centre's mystery shopper evaluation delivered a score of 90% for the overall quality of the customer experience, the Centre's best score to date.

While this is a good news story, with footfall and sales up to almost record levels and SBR targets achieved, recent and negative fluctuations to London's tourism economy, likely caused by summer's terrorist attacks, perceptions of our welcome following Brexit and months of poor weather, indicate the vulnerability of the business model to external factors.

## Recommendation(s)

Members are asked to:

- Note the report and survey findings

## Main Report

### Background

1. On Thursday 9 November 2017, the City Information Centre marked its tenth anniversary in its current building (which opened on 5 November 2007) with a reception for trade and industry professionals, suppliers and past staff. The event was attended by your Chairman of Culture, Heritage and Libraries.
2. Since opening, the Centre has served over 3.8m visitors, delivered £3.5m year-on-year in economic benefit for the UK tourism industry, welcomed over 50 national and international delegations seeking advice on visitor information provision (viewing the Centre as a model of best practice), and won many

accolades including the top in the business – as Information Provider of the Year at the VisitEngland Awards for Excellence 2015. In this time, it has also seen significant changes to its operating and business models.

3. Under the City Corporation's Service Based Review (SBR), the Centre was tasked with finding savings and/or additional income of £105,000 per annum (just under 50% of its local risk budget) by 2016/17. This year is the first in which the saving has been taken.
4. Initial ideas and early conversations with partners that led to this amount being proposed did not, in the main, bear fruit. This led to the Centre having to reappraise its income options and negotiate new deals to provide a robust and sustainable business model going forwards.
5. These have been reported to your Committee previously and include a staff restructure, the introduction of a foreign currency concession and the hiring out of the Centre's leaflet racks. A shortfall of £28,000 per annum remained following these initiatives being realised and it was hoped this may be met through the introduction of a book and souvenirs business which began trading in July 2016.
6. Following a "bumper" year for tourism in London in 2013 (the post-Olympic-Games-effect), footfall to City attractions (the Centre included) was significantly down year-on-year in 2014 and 2015.
7. Strong signs of recovery were evident in 2016 and for the first half of 2017, with the Centre returning to a footfall total just shy of its 2013 all-time record (achieving over 390,000 visitors in 2016) and, from January to July of this year, out-performing this record further still with just under 5,000 additional visitors (compared to January to July figures for 2016).
8. With such a strongly-performing Centre, the book and souvenir sales business delivered around £30,000 in net income (profit) in quarters one and two of this financial year (2017/18), thus meeting target six months ahead of time.
9. This news, however, must be viewed with some caution, as significant and diminishing footfall and sales figures in August and September across all of the Centre's business areas (including ticket sales which, historically, have been the staple of Centre income) are likely to impact significantly on year-end totals.
10. These footfall and sales reductions (September to October 2017) are not unusual to the Centre and align with the performance of many central London tourism businesses for the period. They are likely a delayed result of the acts of terrorism London witnessed in spring and summer of this year (with a reduction in those pre-booking holidays to London from June onwards only having a noticeable effect after a lag of two months).
11. A summer of poor weather and the impact of Brexit, which has seen a drop in the number of short stay European visitors to the capital, have further impacted on visitor numbers.

## User survey

12. The Centre's annual user survey is undertaken every summer and available from the Assistant Town Clerk and Culture Mile Director on request. Particular items of note this year include:

- a. The percentage of UK visitors interviewed increased by 5% year-on-year to 40%. This may reflect an increase in the proportion of UK visitors to the Centre and/or be a direct result of the foreign exchange service establishing itself after two years of operation and attracting local users from the area; however, it could also reflect stronger representation from the UK domestic market in the wake of Brexit and the falling power of the pound (with 'stay-cationing' gaining in popularity), or it could simply be that interviewers tended to select English speaking visitors to question more than they have in previous years;
- b. That said, the number of visitors using the Centre while on day trips to the capital was up from 13% to 25%, which is balanced by a fall in overnight (and likely overseas) markets (declining from 52% in 2016 to 35% in 2017). Again, this is perhaps because of Brexit and this summer's terrorist attacks deterring long-stay visitors which, in turn, will have inflated the Centre's share of domestic day-trippers;
- c. Interestingly, use of the Centre by visitors from the USA/Canada and Australia/New Zealand increased significantly year-on-year, from 14% in 2016 to 22% in 2017. Conversely, visitors from Europe showed the largest decline from 45% in 2016 to 33% in 2017. As before, it is likely that this is a direct result of Brexit and/or the changing nature of overseas visitors who, taking advantage of the diminishing value of the pound, have come to London to shop (and so have less need of a tourist information centre);
- d. Of all respondents, 68% indicated that they were in the City to visit a specific attraction with St Paul's as the leading attraction at 45%, followed by Tower Bridge, Tate Modern and London Eye (around 28%). This perhaps reflects St Paul's having re-joined the London Pass and emphasises the attraction's importance in driving footfall to the Centre;
- e. Only 15% of respondents said that they were in the City specifically to visit the Centre, down from 23% in 2016, with 63% visiting because they saw the Centre when passing. This is likely a reflection of a decision to stop advertising the Centre in the London Planner, a saving realised as part of the Service Based Review that came into effect this April;
- f. Some 83% of overseas visitors were making their first visit to the Centre in this year's survey, while 38% of UK visitors had been to the Centre four or more times, indicating a good level of repeat visits and perhaps a result of the introduction of services such as the foreign exchange which are likely driving local users;
- g. This year saw an increase in those purchasing a map, guidebook or souvenir (from 4% to 7%); this is likely a result of the introduction of a modest retail business in July last year and is, noting this, surprisingly low;

- h. In terms of visitor satisfaction, 70% of users rated the staff as excellent – the highest level since 2013 – with 97% rating them either excellent or good. This is to the credit of all at the Centre, who have seen a significant number of staff changes over the year with short but unavoidable periods when positions have had to remain vacant, thus increasing pressure on the remaining team;
- i. In addition to the above, 99% of users rated the quality of the information as excellent or good, up from 98% in previous years, with the proportion of ‘Promoters’ remaining the same as in 2016 (72%);
- j. Some 67% of users said that visiting the Centre had increased their likelihood of returning to the City – down from 85% in 2016 – though this is likely accounted for by the higher proportion of UK and repeat visitors found this year; and
- k. Similarly, 84% of all visitors stated that their visit to the Centre had *Greatly* or *Slightly* enhanced their overall visit to London which is a decrease of 8% on last year but likely attributable (as above) to the higher proportion of repeat visits (who are most likely local users).

### **Mystery shopping**

13. Each summer, the quality of service provided by Centre staff is assessed by an external provider (Tourism South East) through a series of six ‘Mystery Shopper’ visits. The headlines for this year are:
  - a. The overall quality of the experience at the Centre scored 90%, up from 87% last year;
  - b. Two members of staff scored 92.7%, a particularly high score;
  - c. No aspects of the Centre’s service were considered inadequate or poor;
  - d. The highest scoring aspects were Product Knowledge and Quality of the Information provided (at 93%), this includes tailoring information to the visitor and adding value; and
  - e. The lowest scoring areas were knowledge of the rest of the UK at 73% and Upselling at 63%, though this had improved from 53% last year and may be attributable to the training provided to staff following last year’s appraisal.

### **Opportunities**

14. While most options for monetising the Centre further have been explored, acted upon or discounted, the Centre has continued to research and exploit opportunities for increased income generation. Members should refer to the Non-Public Restricted Appendix 1 for further detail on these.

### **Supporting London and the nation**

15. The Centre is London’s only centrally-located visitor information centre – London being particularly badly served in this regard compared to all other major cities. It continues to be recognised the world over as a model of best practice in the field

of visitor information provision and, in particular, London product knowledge. This year was no exception with countries across the world acknowledging the Centre's contributions to major national and international events and seeking advice. In 2016/17, the Centre has:

- a. Hosted delegations from Toyo and (separately) Osaka, Japan (2019 Rugby World Cup / 2020 Olympics), South Korea (benchmarking expedition), and San Sebastian, Spain (for the opening of their new tourist information centre as part of the 2016 Capital of Culture programme);
- b. Hosted the Tourism South East Tourist Information Centre Managers' Annual General Meeting at Guildhall;
- c. Committed to support the development of training modules for stewards, schools and other volunteers working at *The London Landmarks Half Marathon* (25 March 2018); and
- d. Supported this year's Team London Ambassador Training Programme at the invitation of A-Z events on behalf of London & Partners (the Centre has supported this programme since its inception in 2012).

## **Challenges**

16. Against this backdrop, a number of challenges have hindered the Centre's performance. These include a rapid turnover of staff, with periods when the Centre has not been able to employ its full staffing complement putting extra strain on the team who have had to make up hours through overtime. Members should refer to the Non-Public Restricted Appendix 1 for more detail on this.
17. The breakdown of the Centre's till system in summer last year and its replacement in December 2016 (which left staff managing and reconciling sales manually for months) as well as poor and inadequate lighting over sales racks (which is being addressed) have impacted significantly on the books and souvenirs business (as well as on staff morale), noting that had these issues not arisen, sales may well have been greater.

## **Corporate & Strategic Implications**

18. The City Information Centre is a key delivery agent for the City's Visitor Strategy, driving footfall to City attractions and other visitor products, enhancing the welcome for City and London visitors and playing a high-profile role in London's tourism economy while deriving recognition and profile for the City Corporation the world over.
19. Furthermore, it supports the City's 'Serving London' agenda, having played a key promotional role in London and Partners' Autumn Season campaign this year, and being a vital delivery agent within the City Corporation's contribution to London Borough of Culture in 2018.
20. It is also a significant player on a national level and has demonstrated its ability to drive footfall and deliver profile for England's regions as pressure to ensure that

the benefits of tourism are distributed more equally across the country builds; its pivotal role in England's Historic Cities' successful bid to the Discover England Fund will demonstrate further this importance next year and beyond.

## **Implications**

21. The City Information Centre has secured a robust business model going forwards that is set to achieve its Service Based Review targets this year. However, London's tourism sector is fragile and the impact of Brexit, terrorism and a very wet summer have taken their toll on footfall which, in turn, is impacting on the Centre's income.
22. This decrease (at 15%) is aligned with most central London attractions, but is not a trend the Centre can sustain and it will be forced, in future years, to cut essential programmes and activity to meet further proposed cuts and a potentially even greater reduction in footfall.

## **Conclusion**

23. The City Information Centre is a significant asset in the City's cultural and visitor portfolio and has demonstrated its value as a mechanism for delivering benefits to London and the nation in the context of tourism, while deriving reputational gains for the City Corporation as provider of the service.
24. Its staff have worked hard to achieve the savings targets set under the Service Based Review in sometimes trying circumstances, achieving a robust model that will help ensure the future of the Centre in years to come. Should the trend of falling visitor figures continue, the Centre will be vulnerable as there is no padding in its local risk budget to plug any shortfall.
25. The Centre is highly-regarded by all its customers, as well as by the many City, London and national stakeholders it serves. It has a truly global reach and is the welcoming face of the City (and London) across the world's tourism industry.

## **Appendices**

- Appendix 1: Non-Public Restricted Information Relating to this Report in the non-public part of the agenda

## **Background Papers**

A copy of the full City Information Centre Visitor Survey Findings 2017 is available on request from the Assistant Town Clerk and Culture Mile Director.

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<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries	18 December 2017
<b>Subject:</b> Draft Departmental Business Plans 2018/19 – Town Clerk’s Cultural Services; Open Spaces and Heritage; Barbican and Community Libraries	<b>Public</b>
<b>Report of:</b> Town Clerk, Director of Open Spaces and Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Sarah Blogg, Town Clerk’s Esther Sumner, Open Spaces Simon Cribbens, Community and Children’s Services	

## Summary

This report presents for information the draft high-level business plans for 2018/19 for the Departments that provide services for which this Committee is responsible: Town Clerk’s Department - Cultural Services; Department of Open Spaces and Department of Community and Children’s Services – Barbican and Community Libraries. These are presented alongside the capital and revenue budgets report to enable the draft ambitions and objectives to be discussed in conjunction with the draft budget for the forthcoming year.

## Recommendation

Members are asked to note the draft high-level business plans for 2018/19 for Town Clerk’s – Cultural Services, Open Spaces, and Community and Children’s Services – Barbican and Community Libraries and provide feedback.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have again been asked to produce high-level plans in draft, this time to be presented to Service Committees alongside the departmental estimate reports, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.

3. Discussions are also taking place on aligning other key corporate processes with the corporate and business plans, such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council in March.
4. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July, and is being used for staff engagement between September and November. Members should therefore start to see closer alignment between the departmental business plans and the draft outcomes from the Corporate Plan.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to corporate objectives.

### **Draft high-level plan**

7. This report presents at Appendices 1, 2, and 3 the draft high-level plans for 2018/19 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

### **Town Clerk's Department – Cultural Services**

8. The draft high-level 2018-19 Business Plan for the Cultural Services division of the Town Clerk's Department is presented at Appendix 1. This has been developed in consultation with departmental senior managers and their teams.
9. Service improvement work will continue over this and future business planning periods, focusing on achieving the two service ambitions that have been developed to support and align with the following Corporate Plan outcomes:

- People have equal opportunities to enrich their lives and those of others and reach their full potential service, and
- Our spaces inspire excellence, enterprise, creativity and collaboration.

### **Department of Open Spaces**

10. The Open Spaces Department reports to six service Committees, including Culture, Heritage and Libraries in respect of the Keats House, Tower Bridge and the Monument. As the Business Plan covers all of the department's activities, those elements relevant to your Committee are shown in black, while other elements are in grey. The current draft high-level plan (Appendix 2) maintains the themes previously approved by Members but there has been some alteration in emphasis to better align with the draft Corporate Plan 2018-23.
11. The Department is in the process of developing a series of outcome statements to explain the links between the corporate plan and the business plan, and to help the department to demonstrate the impact of its activities by focusing on why we do things (and therefore whether this was effective), not what we do. (see Appendix 3)

### **Department of Community and Children's Services – Barbican and Community Libraries**

12. The draft high-level 2018-19 Business Plan for Barbican and Community Libraries is presented at Appendix 3. The plan sits within the wider departmental business plan of Community and Children's Services, and delivers to its key objectives.
13. The draft plan maintains a number of initiatives that began in the previous year, and strengthens the services capabilities to deliver these. The delivery of this plan by Barbican and Community Libraries is aligned closely to the aims of the draft Corporate Plan 2018-23, most notably in the contribution to a flourishing society. The programmes and projects set out in the Barbican and Community Libraries plan will deliver to the following outcomes of the Corporate Plan:
  - People enjoy good health and wellbeing
  - People have equal opportunities to enrich their lives and those of others and reach their full potential
  - Communities are cohesive and have suitable housing and facilities.

### **Conclusion**

14. This report presents the draft high-level plans for 2018/19 for Town Clerk's – Cultural Services, Open Spaces, and Community and Children's Services – Barbican and Community Libraries in order that Members can feed into these plans at an early stage. Final plans will be presented for approval prior to the start of the 2018/19 financial year.

## **Appendices - Draft high-level business plans 2018/19**

- Appendix 1: Town Clerk's Department – Cultural Services
- Appendix 2: Department of Open Spaces
- Appendix 3: Draft Open Spaces outcomes framework
- Appendix 4: Department of Community and Children's Services – Barbican and Community Libraries

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

## APPENDIX 1

### 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	
Guildhall Art Gallery	
London Metropolitan Archives	
City Records Services	
Visitor Services and City Information Services	
Outdoor arts programme (new City of London Festival)	
<b>Total</b>	<b>TBA</b>

### Our top line objectives are:

- Establish officer networks and groups to deliver a robust monitoring and evaluation process for the City's new Cultural Strategy 2018/22; write action plan.
- Deliver a new Visitor Strategy for the City (2018/23).
- Deliver shared thematic campaign and standalone events for *Women: Work and Power*, a cultural programme of activities in response to the centenary of women's suffrage and other related anniversaries.
- Support England's wider tourism offer and maximise exposure for City assets through our partnership with England's Historic Cities (EHC) and the Discover England Fund.
- Execute agreed efficiency measures at Guildhall Art Gallery to deliver increased savings, income and footfall
- Ensure the Billingsgate Roman House and Baths remains open to the public without cost to the City Corporation, following the withdrawal of Museum of London as managing agent.
- Work towards full accessibility across Guildhall Library collections through a programme of cataloguing, preservation, digitisation and promotion.
- Ensure the City of London Police Museum is a recognised attraction for visitors to the City.

### What we'll measure:

1. Delivery of *Women: Work and Power* programme and marketing campaign by December 2018.
2. Extent to which City product is featured in national promotions and City assets are utilised by EHC partners.
3. Footfall and income generated at Guildhall Art Gallery.
4. Income generated at City attractions.
5. Amount of uncatalogued material indexed and discoverable on the online library catalogue (target at

- Review operations and resourcing at City Business Library to ensure a robust and relevant business model going forwards.
- Broaden access to the City's and London's archives and heritage by developing partnerships with London archive services, particularly the London boroughs.
- Extend digital access to LMA's collections and services.
- Continue to develop service models for LMA's long term future, particularly in relation to its accommodation needs and to the Culture Mile.
- 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 and other partners as appropriate.
- Continue to promote the Guildhall Library subscription-based Friends scheme.
- Ensure the bequest of the Richard Whittington Collection undergoes a programme of conservation, promotion and digitisation.

### How we plan to develop our capabilities this year

- Develop the skills of our staff at Guildhall Art Gallery to enable monetisation of the asset, including fundraising capabilities.
- Continue to provide training in upselling for City Information Centre casual staff to drive increased revenue.
- Establish a volunteer scheme at 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.
- Implement the City Corporation's apprenticeship scheme to deliver learning for participants and capacity for teams.

### What we're planning to do in the future:

- Facilitate delivery of the 'Illuminated River' project for the City's bridges.
- 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.

least 70%).

6. Number of visitors to the Police Museum (target 30,000) and feedback from attendees.
7. Expansion of accessibility of the City Business Library (increased remote access resources and reduced printed stock).
8. Delivery of year 1 of two HLF funded projects: *Unlocking the UK's Sound Heritage* and *Layers of London*.
9. Number of new digitised images made available publicly (target 50,000).
10. Attendance at events and feedback from attendees.
11. Public accessibility of collections, in both digital and hard copy formats.

We enrich people's lives by providing access to ecologically diverse green spaces and outstanding heritage assets

APPENDIX 2

### Our ambitions are that:

- All our habitats are ecologically thriving and diverse ☼
- Our places for commemoration, **cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming 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, expertise and research ☆

**What we do is:** Protect and provide access to green space, **preserve heritage**, conserve and enhance biodiversity, **share history**, and provide respectful commemoration and disposal of the dead in a beautiful heritage environment:

City Gardens

Epping Forest

Hampstead Heath, Highgate Wood, Queen's Park & **Keats House**

**Monument**

The Commons (Burnham Beeches, Stoke Common and City Commons)

**Tower Bridge**

West Ham Park

City of London Cemetery & Crematorium

**Total**

### Our total budget is:

Expenditure (£000)	Income (£000)	Net cost (£000)

### Our top line objectives are:

- Protect and conserve the ecology, biodiversity and **heritage of our sites** ☼
- **Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities** ❄❄
- **Improve the health and wellbeing through inclusive access to green space and heritage** ❄
- **Embed responsible business practices and ensure are workforce are supported and developed** ☆
- **Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours. (2%)**

### 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 (2%)** ❄

### What we'll measure:

**See emerging outcomes framework**  
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**

- Increase participation and improve management of sports (Sports Programme) ✱
- Protect our open spaces and generate income from Wayleaves Programme (2%) ⚙
- **Develop and deliver fundraising options (Fundraising Board) (2%)**
- **Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) Ⓜ (2%) ✱**
- Reduce fleet operating and maintenance costs (Fleet Programme) Ⓜ(2%) ✱
- Protect our heritage at risk: develop and implement actions at Wanstead Park and Bunhill Fields ⚙Ⓜ
- **Establish a fully accessible education facility at Tower Bridge ⚙**
- **Achieve a stand-alone visitor centre at the Monument ⚙**
- Develop and agree a sustainable model for delivering learning ✱✱

#### Corporate programmes and projects

- **Support the development and delivery of the emerging Responsible Business Strategy Ⓜ✱**
- **Provide 14 apprenticeships within the department ✱Ⓜ**
- **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 Ⓜ⚙**

#### 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 investigations**
- **Sickness absence**
- **Utility consumption**
- Electricity generation
- **Website visits and social media engagement**

#### Financial

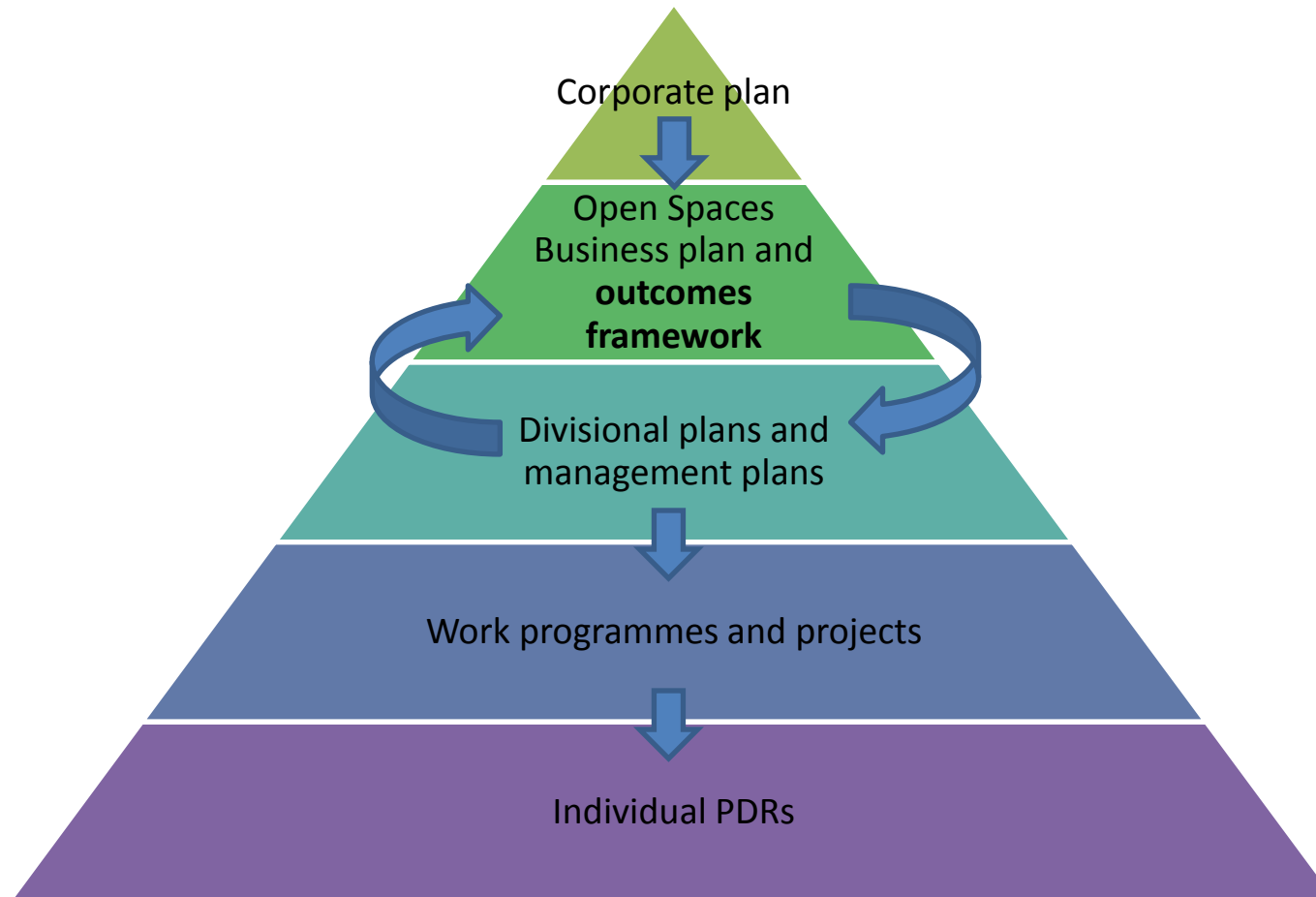
- **Income ⚙**

#### How we plan to develop our capabilities this year

- **Understand and demonstrate our benefit to society by refining our outcomes framework ⚙Ⓜ**
- **Appropriate and effective use of data, including compliance with General Data Protection Regulations Ⓜ**
- 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 (2%)**
- **Enhance customer service through use of CRM ✱**

#### What we're planning to do in the future:

- Deliver opportunities arising from improved management capability from the Open Spaces Bill (2%) ⚙✱⚙
- **Improve our approach to workforce planning to support our ageing workforce and ensure our workforce is reflective of the community we serve ✱**
- **Develop the cultural profile of the department's heritage attractions (2%) ⚙**
- Complete the process of land registration ⚙



## Draft Open Spaces outcomes framework

	Our DRAFT outcomes	Measures	Link to our business plan	Linked draft corporate plan outcome statement
<b>1</b>	<b>1. Habitats and biodiversity are conserved, enhanced and resilient</b>			
1a	The Open Spaces provide high quality, thriving habitats whose value and biodiversity is optimised	<p>Green flags</p> <p>Favourable or improving rating</p> <p>% active managed</p> <p>Current management plan for each site</p> <p>All management activities are compliant with environmental legislation</p> <p>Conservation targets from Nature of the City (these may need review)</p>	All our habitats are ecologically thriving and diverse	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Unlocking the full potential of our many assets: our heritage</p>

## Draft Open Spaces outcomes framework

1b	The Open Spaces contribute to London's green infrastructure	<p>No loss of COL open space to encroachment</p> <p>Recommendation from the Green Infrastructure Taskforce to investigate Natural Capital Accounting</p>	All our habitats are ecologically thriving and diverse	<p>Promoting greening and animation of buildings and streetscapes</p> <p>Creating and transforming buildings, streets and spaces to make places for people to admire and enjoy</p> <p>Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure</p> <p>We are responsible for...significant parts of London's green belt and natural heritage</p>
1c	Ecosystem services support air quality, climate change mitigation, carbon sequestration, flood reduction	<p>External research (i.e. impact of activity)</p> <p>NOTE: this is an emerging and complex area – we need to further consider our approach this field, one aspect could be natural capital accounting.</p>	All our habitats are ecologically thriving and diverse	Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure

2	2. Our heritage and landscapes are inspiring			
2a	Our heritage assets and landscapes are in good condition	<p>Entries on the Heritage at Risk Register</p> <p>Green Heritage accreditation</p> <p>Museum accreditations</p>	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
	Our heritage assets and landscapes are physically and intellectually accessible to all	User surveys	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
2b	The history of our spaces is shared and understood, people feel inspired by and connected to our historic sites and landscapes	<p>Customer care standards at Tower Bridge Exhibition</p> <p>VAQAS</p> <p>User surveys</p>	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve
	The character and environs of our landscapes are protected	<p>Strategic views</p> <p>Adverse planning decisions</p>	Protect and conserve the ecology, biodiversity and heritage of our sites	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p>

3	3. Our communities enjoy good health and wellbeing			
3a	Our communities have access to green space, facilities and opportunities for physical exercise	<p>Green flag</p> <p>Sport played</p> <p>Condition of sports facilities</p> <p>Progression within sports</p> <p>Users of sports services reflective of local community</p> <p>External research (i.e. impact of activity)</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>
3b	Mental good health is supported through our spaces and activities	External research (i.e. impact of activity)	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>

## Draft Open Spaces outcomes framework

3c	People feel an increased connection to green spaces	% learning programme participants who are more knowledgeable and % who intend to visit with their families  Directly supervised, indirectly supervised and unsupervised volunteering	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all  Improve the health and wellbeing through inclusive access to green space and heritage	Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services
3d	People are safe and feel safe on our sites	Crime committed at sites  User survey	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	Safeguarding children, young people and vulnerable adults  Protecting consumers and users of buildings, roads and open spaces  Reassuring people about safety
3e	Children and vulnerable adults are safeguarded	Safeguarding referrals  Training completion		Safeguarding children, young people and vulnerable adults
3f	Respectful disposal and commemoration of the dead	Numbers of burials and cremations; market share  Compliance with CMP	Provide respectful commemoration and disposal of the dead in a beautiful heritage environment	We are responsible for...the Square Mile's local authority services

<b>4</b>	<b>4. Social mobility and skills are enhanced</b>			
4a	Social cohesion and inclusion are increased through access to our sites and activities	Possible measures from the developing volunteering framework		<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs</p> <p>Reaching out to vulnerable people, providing sanctuary and facilitating activities that support social wellbeing and prevent social isolation, violence and extremism</p>
4b	Skills are developed and access to employment facilitated	<p>Number of apprentices (eventually, apprentice completions and apprentice destinations)</p> <p>Volunteering</p> <p>Learning programme</p>	Provide apprenticeships within the department	<p>Promoting effective transitions from education to employment</p> <p>Increasing employment opportunities and chances and thereby social mobility</p>
<b>5</b>	<b>5. Communities are enriched, engaged and empowered</b>			
1c	Green spaces and heritage assets support "liveable London" and the City's competitiveness	External research (i.e. impact of activity)	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	<p>Promoting the City, London and UK as attractive and accessible places to work...</p> <p>Creating an enriching environment to attract and engage the City's current and future workers</p>

## Draft Open Spaces outcomes framework

5a	Volunteers feel supported, engaged and valued	<p>Directly supervised, indirectly supervised and unsupervised volunteering</p> <p>Volunteer evaluation framework</p> <p>NOTE: a corporate volunteering strategy is being developed</p>	<p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p>	<p>Creating an enriching environment to attract and engage the City's current and future workers</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
5b	Lives are enriched	<p>Participation at events</p> <p>Learning participation</p> <p>Volunteering experience</p> <p>User surveys</p>	<p><b>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</b></p> <p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p> <p>Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)</p>	<p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>
5c	People access spaces with increasing confidence and independence	<p>Learning participation</p>		<p>Nurturing a relevant and sustainable skills pipeline</p> <p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>

## Draft Open Spaces outcomes framework

5d	Communities come together			<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs –</p>
5e	Our communities advocate for our sites and value green space and heritage assets			<p>Bringing individuals and organisations together to create public value and gain positive experiences through giving time, skills, knowledge and money</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
<b>6</b>	<b>6. Our business practices are responsible</b>			
6a	Our operations are environmentally sustainable	<p>Utility and fuel consumption.</p> <p>Electricity generation</p>	<p>Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.</p> <p>Ensure efficient use of property and reduction in maintenance costs (Operational Property Review)</p> <p>Introduce more effective ways of working (Accommodation &amp; Ways of Working Programme)</p> <p>Support the development of asset management plans and master plans for each site</p>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices</p>

## Draft Open Spaces outcomes framework

	Our operations are financially sustainable	Performance against budget  Funds contributed to BHE	Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.	Championing responsible practices to improve economic, social and environmental outcomes
6c	We develop, evaluate and share innovative practices	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
6d	We generate green energy and reduce our overall energy consumption	Utility and fuel consumption.  Electricity generation	Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme)	Championing responsible practices to improve economic, social and environmental outcomes  Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices
6e	Our research is high quality and our decisions are evidence based	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology
<b>7. We have an engaged, empowered and valued workforce</b>				

## Draft Open Spaces outcomes framework

7a	Our staff are engaged and developed	<p>Internal progression</p> <p>Delivery of new approach to workforce planning</p> <p>Staff survey</p>	<p>Embed responsible business practices and ensure are workforce are supported and developed</p> <p>Workforce planning: ageing workforce, ensure workforce is reflective of the community we serve</p>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Unlocking the full potential of our many assets: our staff</p> <p>Being relevant, responsible, reliable and radical</p> <p>Displaying passion, pace, pride and professionalism</p>
	Our staff are healthy and empowered	<p>Staff surveys</p> <p>Sickness rates (and causes)</p>	<p>Embed responsible business practices and ensure are workforce are supported and developed</p>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Unlocking the full potential of our many assets: our staff</p> <p>Being relevant, responsible, reliable and radical</p> <p>Displaying passion, pace, pride and professionalism</p>
<b>8. We reach out, influence and provide leadership outside of our sites</b>				
	We positively influence the provision of green spaces and heritage through our sector leadership		<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices</p>

## Draft Open Spaces outcomes framework

### Key issues from the draft corporate plan

London nurtures and has access to the skills and talent it needs

- Promoting the City, London and UK as **attractive** and accessible places to work...
- Nurturing a relevant and sustainable **skills pipeline**

The City positively impacts people and the environment

- **Championing responsible practices** to improve economic, social and environmental outcomes
- **Facilitating the giving of time, skills, knowledge** and money to support achievement of positive social and environmental outcomes
- **Leading by example; demonstrating our own commitment and achievements** as well as encouraging other organisations and individuals to make responsible choices

The Square Mile is the ultimate flexible working spaces – inspiring, dynamic and secure

- Creating an **enriching environment** to attract and engage the City's current and future workers
- **Building resilience** to natural and manmade threats by protecting and adapting our building environment and infrastructure

The Square Mile has outstanding public spaces, heritage, hospitality and retail

- Creating and transforming buildings, streets and **spaces to make places for people to admire and enjoy**
- Promoting **greening and animation of buildings and streetscapes**
- **Protecting, curating and promoting world-class heritage assets, cultural attractions and events**

The Square Mile is a focal point for world-class creativity and culture

- Curating and driving delivery of Culture Mile, an internationally distinctive destination and catalyst for **innovation, learning and collaboration** both across and beyond the Square Mile
- Building a Cultural Education Partnership - Culture Mile Learning - to increase access and opportunities for **enrichment, inspiration and learning**

People are safe and feel safe –

## Draft Open Spaces outcomes framework

- **Safeguarding** children, young people and vulnerable adults
- **Protecting consumers and users** of buildings, roads and open spaces
- **Reassuring people about safety**

People enjoy good health and wellbeing

- Providing access to **thriving and bio diverse green spaces for physical activity, recreation and learning**
- Providing a clean urban environment and **facilities that support healthy lifestyles** –
- Raising awareness of factors affecting **mental and physical health** to promote self-management as well as sign-posting to and providing activities and services –
- **Reducing health inequalities** through outreach and better service design

People have access to suitable accommodation in cohesive communities

- Providing and maintaining appropriate housing, workspaces and **community facilities and helping people access them**
- Facilitating **opportunities for communities to come together** and to consider and accommodate each other's needs –
- Reaching out to vulnerable people, providing sanctuary and facilitating activities that **support social wellbeing and prevent social isolation**, violence and extremism

People lead enriched lives and can reach their full potential

- Providing access to world-class **education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve**
- Promoting effective **transitions from education to employment**
- Increasing employment opportunities and chances and thereby **social mobility**
- Bringing individuals and organisations together to create **public value** and gain positive experiences through giving time, skills, knowledge and money

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## We support and enrich our diverse communities

## APPENDIX 4

### 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 free 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
- Provide safe, welcoming, neutral spaces that offer respite from stress

### Our top line objectives are:

#### Priority One - Safe:

- People of all ages live in safe communities; our homes are safe and well maintained and our estates 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

### Our budget 2018/19 - £,000:

	Local risk	Central risk
Artizan Street	(262)	0
Information Services	(299)	0
Shoe Lane	(277)	(89)
Barbican Library	(1174)	(245)
Lending libraries unallocated	(196)	0
<b>Total</b>	<b>(1647)</b>	<b>(334)</b>

A detailed breakdown of total net expenditure is shown in the full DCCS Business Plan

### What we will measure:

- Increase in take up of the libraries offer of e-books, e-audio and e-magazines (target 27,000)
- Satisfaction with services via feedback from customers
- Satisfaction and participation in health and wellbeing and lifelong learning 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 our libraries that have a positive impact on our customers' health and wellbeing (particularly mental health), and lifelong learning opportunities
- 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 and online resources

### What we will measure:

- Customer satisfaction with library events and activities
- The impact of our library service on customers' health and wellbeing, their access to learning opportunities and their opportunities of feeling better informed
- Customer satisfaction with access to digital services and resources in our libraries
- Number of customers assisted with in-country visa applications
- Evaluation of the effectiveness of the Release the Pressure programme

### How we plan to develop our capabilities this year

- Develop our partnership with the Barbican Centre
- Ensure staff are trained / skilled to undertake every aspect of their jobs
- Make good use of data to ensure best use of resources
- 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
- Use implementation plans to address service development issues arising from the customer surveys.
- Undertake a full restructure of the library service which addresses the need for future savings whilst still delivering high—quality services
- Make best use of the public computers, expert staff assistance and volunteers to assist people who are digitally excluded with 1 to 1 training, Universal Credit applications and visa application support
- Run an Engaging Libraries/City of London funded "Release the Pressure" pilot project to engage city workers and city residents in discussions and activities around good mental health, including arts workshops/installations, talks and discussions, films screenings and discussions, open mic events, tai chi and massage and also provide a safe sanctuary space in Shoe Lane Library
- Obtain the necessary permissions, seek finance and build a hireable community space in Barbican Library

### What we're planning to do over the following years

- Implement the library service restructure
- As part of the Society of Chief Librarians, bid for contracts on the government's digital framework as suppliers of Assisted Digital and Digital Inclusion

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries	18/12/2017
<b>Subject:</b> REVENUE AND CAPITAL BUDGETS – 2018/19	<b>Public</b>
<b>Report of:</b> The Chamberlain Assistant Town Clerk and Culture Mile Director Director of Open Spaces Director of Children's and Community Services  <b>Report author:</b> Mark Jarvis, Head of Finance, Chamberlains Department	<b>For Decision</b>

## Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budget for 2018/19, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The budgets have been prepared within the resources allocated to the three Chief Officers.

<b>Summary Of Table 1</b>	<b>Original Budget 2017/18 £'000</b>	<b>Latest Approved Budget 2017/18 £'000</b>	<b>Original Budget 2018/19 £'000</b>	<b>Movement 2017/18 LAB to Original Budget 2018/19 £'000</b>
Expenditure	(21,436)	(22,054)	(21,817)	237
Income	8,044	8,689	8,639	(50)
Recharges (including capital charges)	(6,371)	(6,208)	(6,553)	(345)
Total Net Expenditure	(19,763)	(19,573)	(19,731)	(158)

Overall, the 2018/19 provisional revenue budget totals £19.731m, an increase of £158,000 compared with the latest approved budget for 2017/18. Main reasons for the movement are :-

- Increase in the budget for City Surveyor's Cyclical Works Programme of £310,000.
- Increase in the budget for recharges of £345,000 at the Guildhall Complex and a rise in capital costs due to a share of investment in new corporate IT costs.
- Latest Approved budget for 2017/18 included expenditure of £100,000 funded from the previous year's underspend.
- £162,000 savings as a result of the requirement for 2% efficiencies as set out in the Efficiency and Sustainability Plan and the pay and price freeze on budget resources.
- Increase in City's Cash contribution to Keats House of £276,000 in 2018/19 as a result of the increase to the Cyclical Works Programme.

### **Recommendations**

Members are asked to:

- review the provisional 2018/19 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Directors of Community and Children's Services, Open Spaces and the Assistant Town Clerk (Culture Mile Director) to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- review and approve the draft capital budget;
- note the Building Repairs and Maintenance asset verification exercise being undertaken by the City Surveyor and agree that any minor changes for 2017/18 latest and 2018/19 original budgets arising from this exercise be delegated to the Chamberlain;

### **Main Report**

#### **Introduction**

1. In December 2016 it was jointly agreed by Culture, Heritage and Libraries Committee, Establishment Committee and Policy and Resources Committee to dissolve the Culture, Heritage and Libraries Department and move the services into other City of London Corporation Departments from 1 February 2017. As a result, Tower Bridge, Monument and Keats House became part of the Open Spaces Department. Barbican and Community Libraries, along with the Information Services Section (which transferred responsibility from Guildhall Library) became part of the Community and Children's Services Department.

Guildhall Library, City Business Library, City Police Museum, London Metropolitan Archives and all assets and services under Cultural and Visitor Development became part of the Town Clerk's Department. This report sets out the proposed revenue budget and capital budgets for 2018/19. The revenue budget management arrangements are to:

- Provide a clear distinction between local risk, central risk and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
2. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
  3. The report also compares the current year's budget with the forecast outturn.

#### **Business Planning Priorities**

4. The draft business plan priorities for 2018/19 for the services areas covered by this Committee are contained within a separate report on the draft high-level business plans.

#### **Proposed Revenue Budget for 2018/19**

5. The proposed Revenue Budget for 2018/19 shown in Table 1 is analysed between:
  - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
  - Recharges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

The provisional 2018/19 budgets, under the control of the Directors of Children's and Community Services, Open Spaces and the Assistant Town Clerk and Culture Mile Director, are presented to your Committee and have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. A 2% reduction in the resource base has been made in accordance with the agreed Corporation Efficiency and Sustainability Plan. The budget has been prepared within the resources allocated to the three Chief Officers, which has not been inflated for any pay and price variance.

The savings made as a result of the requirement for the 2% efficiencies, totals £162,000, made up as follows:-

- £30,000 net savings through staffing, with the change in security arrangements at the entrance to Guildhall and City Business Library, which saw responsibility for the staffing of this move to the City Surveyor.
- £34,000 net savings on salaries through staffing reductions within the Guildhall Art Gallery.
- £25,000 net savings on salaries through staffing reductions within the London Metropolitan Archives.
- £21,000 reduction on overtime costs through increasing the number of evening closures.
- £43,000 net savings on salaries through staffing reductions within the Information Services section.
- £9,000 from various small savings through minor budget reductions.

TABLE 1 CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY– ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual  2016-17 £'000	Original Budget  2017-18 £'000	Latest Approved Budget  2017-18 £'000	Original Budget  2018-19 £'000	Movement 2017-18 LAB To Original Budget 2018-19 £'000	Para. Ref.
<b>EXPENDITURE</b>							
Employees	L	(10,331)	(9,956)	(10,358)	(10,063)	295	8
Employees (redundancy costs)	C	(161)	-	(22)	-	22	
Premises Related Expenses	L	(1,252)	(1,421)	(1,395)	(1,390)	5	
Premises Related Expenses *	C	(1,131)	(1,035)	(1,039)	(1,053)	(14)	
City Surveyor – Repairs & Maintenance	L	(689)	(1,020)	(653)	(963)	(310)	9
Transport Related Expenses	L	(71)	(81)	(83)	(81)	2	
Supplies & Services	L	(3,159)	(2,145)	(2,704)	(2,468)	236	10
Grants to Museum of London	C	(5,292)	(5,292)	(5,292)	(5,292)	-	
Former City of London Festival	C	(361)	(357)	(383)	(385)	(2)	
Capital Charges – City's Cash & BHE	C	(87)	(129)	(125)	(122)	3	
Transfer to Reserves	L	(59)	-	-	-	-	
<b>Total Expenditure</b>		<b>(22,593)</b>	<b>(21,436)</b>	<b>(22,054)</b>	<b>(21,817)</b>	<b>237</b>	
<b>INCOME</b>							
Other Grants, Reimbursements & Contributions	L	374	143	447	253	(194)	10
City's Cash contribution to Keats House	C	323	426	307	583	276	11
Customer, Client Receipts	L	8,009	7,397	7,727	7,701	(26)	
LMA Rental, City of London Festival income and multiyear rates refund	C	57	78	208	102	(106)	12
Transfer from Reserves	L	287	-	-	-	-	
<b>Total Income</b>		<b>9,050</b>	<b>8,044</b>	<b>8,689</b>	<b>8,639</b>	<b>(50)</b>	
<b>TOTAL (EXPENDITURE)/ INCOME BEFORE RECHARGES</b>		<b>(13,543)</b>	<b>(13,392)</b>	<b>(13,365)</b>	<b>(13,178)</b>	<b>187</b>	
<b>RECHARGES</b>							
Central Support Services and Capital Charges – City Fund		(6,293)	(6,740)	(6,565)	(6,911)	(346)	13
Recharges within Fund		(139)	(87)	(8)	(8)	-	
Recharges Across Funds		456	456	365	366	1	
<b>Total Recharges</b>		<b>(5,976)</b>	<b>(6,371)</b>	<b>(6,208)</b>	<b>(6,553)</b>	<b>(345)</b>	
<b>TOTAL NET EXPENDITURE</b>		<b>(19,519)</b>	<b>(19,763)</b>	<b>(19,573)</b>	<b>(19,731)</b>	<b>(158)</b>	

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

6. Income, increases in income and reductions in expenditure are now shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

Table 2 - Manpower statement	Original Budget 2017/18		Latest Approved Budget 2017/18		Original Budget 2018/19	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Guildhall and City Business Libraries & Library Services Team	24.70	(1,134)	25.34	(1,199)	22.42	(1,075)
Information Services Section	6.00	(255)	4.25	(207)	4.00	(202)
Barbican and Community Libraries	36.71	(1,460)	37.58	(1,540)	37.55	(1,506)
Artizan Street Library & Portsoken Health & Community Health Centre	7.50	(263)	6.71	(263)	7.00	(263)
Culture, Heritage & Libraries Directorate	4.68	(309)	-	-	-	-
Guildhall Art Gallery	7.46	(317)	7.54	(333)	6.45	(299)
London Metropolitan Archives	45.90	(2,047)	49.24	(2,283)	46.49	(2,163)
City Records Services	22.32	(1,004)	22.23	(1,029)	21.58	(1,021)
Keats House	4.01	(208)	4.62	(237)	4.79	(240)
Visitor Services & City Information Centre	10.69	(488)	10.37	(515)	10.48	(509)
Monument	7.21	(282)	6.80	(282)	6.63	(297)
Tower Bridge Tourism	50.35	(2,189)	53.44	(2,470)	54.30	(2,488)
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES</b>	<b>227.53</b>	<b>(9,956)</b>	<b>228.12</b>	<b>(10,358)</b>	<b>221.69</b>	<b>(10,063)</b>

7. Overall there is an increase of £158,000 in the overall budget between the 2017/18 latest approved budget and the 2018/19 original budget. This movement is explained in the following paragraphs.
8. Analysis of the movement in staff related costs are shown in Table 2 below. Despite funding for apprentices, a provision of 1.5% for potential pay awards and incremental progression, the decrease to the local risk Employees budget is largely due to a number of LMA Project posts coming to an end in 2017/18, the change in security arrangements at the entrance to Guildhall and City Business

Library, which saw responsibility for the staffing of this move to the City Surveyor and other divisional restructures as a result of the 2% efficiencies.

9. The 2017/18 Latest Approved Budget reflects the re-allocation of the full 2017/18 Cyclical Works Programme to reflect the expenditure that is anticipated will be incurred in the year. Please see the detailed breakdown in Table 3 below.

<b>TABLE 3 - CITY SURVEYOR LOCAL RISK</b>			
<b>Repairs &amp; Maintenance</b>	<b>Original 2017/18 £'000</b>	<b>Latest Approved Budget 2017/18 £'000</b>	<b>Original Budget 2018/19 £'000</b>
<b>Cyclical Works Programme</b>			
Barbican and Community Libraries	(36)	(41)	(38)
Guildhall Art Gallery	(18)	(15)	(41)
London Metropolitan Archives	(298)	(113)	(40)
Visitor Services & City Information Centre	-	-	(33)
Keats House	(143)	(6)	(283)
Monument	(32)	(20)	(75)
Roman Bath House	(55)	(28)	(27)
Mayoralty and Shrievalty	(36)	(23)	(33)
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>			
Guildhall Library	(6)	(6)	(6)
Barbican and Community Libraries	(18)	(18)	(18)
Guildhall Art Gallery	(8)	(5)	(8)
London Metropolitan Archives	(117)	(91)	(71)
Keats House	(20)	(15)	(8)
Visitor Services & City Information Centre	(13)	(13)	(13)
Monument	(11)	(8)	(8)
<b>Cleaning</b>	(209)	(251)	(261)
<b>Total City Surveyor</b>	<b>(1,020)</b>	<b>(653)</b>	<b>(963)</b>

The increase at Keats House reflects an increase in the value in projects undertaken than in previous years. The works are part of a cycle and reflect the work that has been approved (by CASC) for 2018/19 as part of the 3-year delivery programme.

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

Members should note the basis on which repairs and maintenance budgets have been prepared for the latest estimates for 2017/18 include a part year charge from the former repairs and maintenance contractor (MITIE) and 9 months from the new contractor (Skanska), whereas the original 2018/19 budgets are based on the tendered return of the new contractor.

Under the terms of the Building Repairs and Maintenance contract, Skanska are undertaking an asset verification exercise which is expected to be completed in February 2018, the outcome of the review is likely to result in variations to the figures that have been submitted for 2017/18 latest and 2018/19 original budgets.

Committees are requested to acknowledge this potential change and allow the Chamberlain (in consultation with the City Surveyor) to make the necessary budget adjustments within overall approval, following the asset verification.

10. This decrease of £236,000 to Supplies and Services budgets, mainly attributable to the fallout of various grants and contributions, which total £130,000 and carry forward requests totalling £61,000 included in the 2017/18 budgets as a result of the 2016/17 underspend. In addition, there are various smaller reductions in order to meet the 2% efficiencies.
11. The increase in the City's Cash contribution to Keats House of £276,000 in 2018/19 is largely a result of the increase to the Cyclical Works Programme. Keats House is deficit funded by City's Cash.
12. The decrease of £106,000 to this central risk budget is due to a one-off rates refund received in 2017/18 of £106,000. The refund dates back over a number of years.
13. Appendix 2 provides a full analysis of Support Services and Capital costs. The increase of £346,000 in the budget for Support Services and Capital Charges (City Fund) is mainly due to an increase in Guildhall Admin charges of £235,000. In addition, there was a rise in capital charges of £156,000. These are partly offset by a fall in support services costs of £28,000.

#### **Potential Further Budget Developments**

14. The provisional nature of the 2017/18 and 2018/19 revenue budgets recognises that further revisions may be required, including in relation to:
  - decisions on funding of the Cyclical Works Programme by the Resource Allocation Sub Committee.

### **Revenue Budget 2017/18**

15. The forecast outturn for the current year is £19.554m compared to the latest approved budget of £19.573m showing a potential underspend of £19,000. This potential underspend relates to a likely underspend of £60,000 on the City of London Festival programme due to no activity taking place in spring 2018. It is hoped that this may be carried over to the 2018/19 budget year. Offsetting this in part, is an estimated overspend of £41,000 at the Guildhall Art Gallery, owing to a combination of maternity cover costs for a Frames Conservator (£15,000), Amphitheatre bookings cancelled by the Remembrancer because of other events (£8,000) and lower sales figures from the Nature Morte Exhibition than anticipated (£18,000), despite the Exhibition being a critical success and receiving good press coverage.
16. The movement between 2017/18 Original and Latest Approved Budget is detailed in Appendix 3.

### **Draft Capital and Supplementary Revenue Budgets**

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

Service Managed	Project	Exp. Pre 01/04/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
<b>CITY FUND</b> <u>Pre-implementation</u>							
London Metropolitan Archives	Future accommodation planning	(9)	(29)	(5)			(43)
<b>TOTAL CITY FUND</b>		(9)	(29)	(5)	0	0	(43)
<b>CITY'S CASH</b> <u>Pre-implementation</u>							
The Monument	Heritage & Retail		(15)				(15)
Keats House	Access & WC improvements		(15)				(15)
<u>Authority to start work granted</u>							
Mayoralty & Shrievalty	Lord Mayor's Coach refurbishment	(96)	(319)	(212)			(627)
The Monument	Deferred works	(7)		(30)	(50)	(18)	(105)
<b>TOTAL CITY'S CASH</b>		(103)	(349)	(242)	(50)	(18)	(762)
<b>BRIDGE HOUSE ESTATES</b> <u>Pre-implementation</u>							
	Education & Community		(48)				(48)
Tower Bridge Tourism	engagement						
	High level walkway	(31)	(9)				(40)
	roof replacement						
<b>TOTAL BRIDGE HOUSE ESTATES</b>		(31)	(57)	0	0	0	(88)
<b>TOTAL</b>		<b>(143)</b>	<b>(435)</b>	<b>(247)</b>	<b>(50)</b>	<b>(18)</b>	<b>(893)</b>

18. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
19. The project to improve the access to Keats House and to refurbish the existing outside toilet block is due to commence this year, subject to further approvals and the receipt of funding.
20. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2018.

## **Appendices**

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

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## APPENDIX 1

Analysis by Service Managed	Fund	Actual 2016-17 £'000	Original Budget 2017-18 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 LAB To Original Budget 2018-19 £'000	Para Ref.
<b>Assistant Town Clerk &amp; Culture Mile Director</b>							
Guildhall & City Business Libraries	CF	(1,431)	(1,721)	(1,794)	(1,708)	86	8
Culture, Heritage & Libraries Directorate^	CF	(2,545)	(2,112)	(1,810)	(1,923)	(113)	13
Museum of London	CF	(5,292)	(5,292)	(5,292)	(5,292)	-	
Guildhall Art Gallery	CF	(2,363)	(2,555)	(2,399)	(2,534)	(135)	13
London Metropolitan Archives	CF	(3,146)	(3,359)	(3,232)	(3,114)	118	8,9
City Records Services	CF	(995)	(1,019)	(1,062)	(1,064)	(2)	
Visitor & City Information Services	CF	(824)	(754)	(797)	(822)	(25)	
City of London Festival	CF	(353)	(357)	(359)	(361)	(2)	
Police Museum	CF	(19)	(23)	(17)	(17)	-	
Roman Remains & Guildhall Complex Land (City Surveyor)	CF	(28)	(78)	(49)	(48)	1	
Heritage Gallery	CC	(25)	(25)	(25)	(25)	-	
Monument Daguerreotype	CC	(23)	-	-	-	-	
Mayoralty & Shrievalty (City Surveyor)	CC	(201)	(153)	(138)	(146)	(8)	
<b>Total Assistant Town Clerk &amp; Culture Mile Director</b>		(17,245)	(17,448)	(16,974)	(17,054)	(80)	
<b>Director of Open Spaces</b>							
Keats House	CC	-	-	-	-	-	
Monument	CC	(74)	130	86	40	(46)	9
Tower Bridge Tourism	BHE	1,195	949	822	785	(37)	
<b>Total Director of Open Spaces</b>		1,121	1,079	908	825	(83)	
<b>Director of Community &amp; Children's Services</b>							
Barbican & Community Libraries	CF	(2,727)	(2,752)	(2,819)	(2,803)	16	
Artizan Street Library & Portsoken	CF	(319)	(320)	(366)	(400)	(34)	
Health & Community Centre							
Information Services Section	CF	(349)	(322)	(322)	(299)	23	
<b>Total Director of Community &amp; Children's Services</b>		(3,395)	(3,394)	(3,507)	(3,502)	5	
<b>Total City Fund</b>	CF	(20,391)	(20,664)	(20,318)	(20,385)	(67)	
<b>Total City's Cash</b>	CC	(323)	(48)	(77)	(131)	(54)	
<b>Total Bridge House Estates</b>	BHE	1,195	949	822	785	(37)	
<b>Total</b>		(19,519)	(19,763)	(19,573)	(19,731)	(158)	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.6m of Capital Recharges for 2017/18 and 2018/19

## APPENDIX 2

Recharges from/to Culture, Heritage and Libraries	Actual 2016-17 £'000	Original Budget 2017-18 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000
<b>Support Service and Capital Charges</b>				
Administrative Buildings	(2,216)	(2,634)	(2,331)	(2,566)
City Surveyor's Employee Recharge	(143)	(152)	(158)	(158)
Insurance	(255)	(254)	(249)	(249)
IS Recharges - Chamberlain	(1,002)	(820)	(1,036)	(1,019)
Capital Charges – City Fund	(1,731)	(1,959)	(1,847)	(2,003)
Support Services -				
Chamberlain and CLPS	(384)	(351)	(397)	(379)
Comptroller and City Solicitor	(3)	(40)	(3)	(3)
Town Clerk	(530)	(497)	(522)	(512)
City Surveyor	(21)	(33)	(22)	(22)
Support services with Other services*	(8)	-	-	-
<b>Total Support Services and Capital Charges</b>	<b>(6,293)</b>	<b>(6,740)</b>	<b>(6,565)</b>	<b>(6,911)</b>
<b>Recharges Within Funds</b>	(281)	(233)	(233)	(233)
Utilities recharge - Barbican Centre	-	-	(15)	(15)
Open Spaces Directorate Recharge & Corporate and Democratic Core – Finance Committee	142	146	240	240
<b>Recharges Across Funds</b>				
Support Services – CHL Guildhall Administration and Open Spaces Directorate Recharge	456	456	365	366
<b>TOTAL SUPPORT SERVICE AND CAPITAL CHARGES</b>	<b>(5,976)</b>	<b>(6,371)</b>	<b>(6,208)</b>	<b>(6,553)</b>

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

**APPENDIX 3**

<b>Original to Latest Approved Local Risk Budget</b>	<b>£000</b>
<b>Original Local Risk Budget</b>	<b>(7,083)</b>
City Fund and City's Cash carry forwards	(100)
All funds contribution pay, budget uplift	(60)
Increase to Superannuation budgets following 3.5% increase in April 2017	(233)
City of London Apprenticeship Scheme	(144)
Net City Fund and Bridge House Estates budget virements following reorganisation.	91
Bridge House Estates – Income targets increased at Tower Bridge due to excellent performance by £305,000, partly offset by lost Walkway income and discounted admission prices during February 2018 due to the Heating Replacement Project of (£162,000) and a shift of resources of £112,000 to Tower bridge Operational in respect of additional security cover at the Bridge in light of the increased Terror threat.	31
City Surveyor local risk changes in the phasing over the 3-year cycle of each of the Cyclical Works Programmes, planned and reactive works and Facilities Management.	367
<b>Latest Approved Local Risk Budget</b>	<b>(7,131)</b>

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	18 December 2017
<b>Subject:</b> Open Spaces Department Business Plan 2017-2018 Q2 Monitoring Review	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Bob Warnock Superintendent of Hampstead Heath	

## Summary

The Open Spaces Business Plan 2017/18 – 2020/21 was approved by this Committee in May 2017. The plan included objectives which were to be supported by a series of key actions divided into milestones and cross cutting projects.

## Recommendation

It is recommended that:-

- Members note the Quarter 2 progress against our Key Objectives, KPI's and Corporate Service Response Standards.
- Members agree to maintain the current schedule of charges pending the outcome of a price review in Spring 2018.

## Main Report

### Background

1. The Culture, Heritage & Libraries Committee approved the Open Spaces Departmental Business Plan for 2017/18 on 30 May 2017. The Department's mission is to protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible, & welcoming.
2. 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.

3. The plan outlined how the Department would 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. Our objectives are:
  - 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 and engaging, visitor, educational and volunteering opportunities.
  - Improve the health and wellbeing of the community through access to green space and recreation.
  - Improve service efficiency and workforce satisfaction.
4. These objectives were to be delivered and monitored through a series of key actions and performance indicators.

### **Current Position**

5. This report includes a summary of progress against each key action in appendix 1 and the key performance indicators in appendix 2.

### Community Infrastructure Levey (CIL)-funded access improvements

6. An Architect has been appointed as the designers for this project, primarily funded by the Camden CIL fund. Initial proposals have been developed and shared with the Keats House Consultative Committee.

### Grants

7. Keats House has been awarded a grant of £2,800 by the Keats Foundation to deliver a programme of free public workshops and open mic performances led by the Keats House Poets. The programme will commence in January 2018.

### Staff changes

8. The Principal Curator left Keats House in November 2017. Interviews have been completed and an offer has been made to subject to medical and references.
9. A Customer Service Apprentice has been appointed. This is a new fixed-term role centrally funded by the City of London for 14 months. The Apprentice will be assisting with visitor services, operations, administration and marketing.
10. A new Information Officer has been appointed. They will be primarily acting as duty manager at weekends and assisting with events.
11. Seven new casual staff have been recruited to assist with private hire and covering when, for example, staff are on leave.

### Fees & Charges

12. A review of admission prices and private hire charges will be carried out during spring 2018, following the appointment of the new Principal Curator. It is proposed that the current schedule of charges (see appendix 3) are maintained pending the outcome of this review.

### Accreditation

13. Keats House has been awarded Full Accreditation by Arts Council England after submitting its accreditation return in autumn last year. The following comment was received from the assessor: “My written assessment and verbal feedback to the Panel relayed how strong the museum’s Accreditation return was and how responsive and helpful everyone has been at the museum. The major redisplay and strong visual merchandising were noted as positive developments during the assessment and at the Panel meeting.”

### Financial Position

14. Keats House’s Local Risk position at the end of September 2017 (6 month position) was net expenditure of £116K against a profiled budget of £117K. The outturn forecast is expected to be on budget at £199K.

### **Conclusion**

15. The past six months have been positive, seeing increases in visitor numbers and engagement with the events programme. Schools figures are lower than last year but bookings for the autumn are strong.
16. Progress has been made with all major projects, including the appointment of a Poet in Residence, planning for Keats200, the exhibitions programme, the Camden CIL funded access project and the Premises Licence application.

### **Appendices**

- Appendix 1 – Business Plan 2<sup>nd</sup> Quarter update
- Appendix 2 – Key Performance Indicators update
- Appendix 3 – Current schedule of charges
- Appendix 4 – Visitor statistics

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Action	Detail	Milestone 17/18	Update at Q2
<b>Objective 2: Embed financial sustainability across our activities by delivering identified programmes and projects and continuously development income generating endeavours</b>			
n) Develop sustainable income generation opportunities at Keats House	Assess and delivery new income opportunities at Keats House	<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 for gala fundraising events 2018/19</p>	<p>Informal discussions with stakeholders regarding the Premises Licence have been completed.</p> <p>Pre-application enquiries have been completed with the London Borough of Camden and the Metropolitan Police.</p> <p>The Premises Licence will be submitted in December 2017.</p> <p>The private hire offer is being reviewed and a report will be presented to December CHL Committee.</p> <p>The development of the retail merchandise includes; producing a copy of Fanny Brawne's engagement ring; expanding the range of branded items. Staff are exploring the opportunities for merchandise that ties in with our visitors' preferences, particularly families and children.</p>
<b>Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities</b>			
o) Delivery of Learning Programme across the Department	<p>Deliver the CBT funded programme 'Green Spaces, Learning Places'</p> <p>Develop and implement monitoring and evaluation framework</p>	<p>Appoint evaluation consultant to deliver framework - Spring 2017</p> <p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p>	Education figures are lower than last year, with 793 school and higher education visitors compared with 1,355 the previous year. It is possible that attendance levels were boosted last year due to Michael Rosen being the poet in residence (in the early part of 2016-17).

	Obtain additional funding to support delivery and development of the Learning Programme	Develop and implement a fundraising plan - on-going  Review of offering across the expanded department	The Education Officer is in conversation with the Open Spaces Learning Team about opportunities for cross promotion of the schools offer.
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  New volunteer roles identified and recruited for  Staff trained to support volunteers effectively, both directly and indirectly  Insurance arrangements for volunteer groups clarified to locate duty of care	A Volunteer Improvement Group has been established for the Hampstead Heath, Highgate Wood, Keats House & Queen's Park Division.  Heath Hands volunteers have continued to maintain the gardens at Keats House to a very high standard and make a significant contribution to the success of the museum and library.  Volunteers have continued to provide invaluable support to the work of Keats House, helping with a range of tasks, including Front of House, events, family days, conservation, poetry events and guided tours. Recruitment for more Front of House volunteers began in April/May 2017 on a rolling basis, and we are pleased to be recruiting new volunteers through this. A summer party for volunteers was held in September 2017, at which the Principal Curator thanked volunteers for their help and communicated our appreciation for their efforts.
r) Continuously develop the visitor experience at heritage	Process of evaluation and continuous improvement of the visitor experience at our	Review and refresh interpretation displays at Keats House 2019/20  Major programme of events and	A new temporary exhibition 'Keats and Milton: Paradise Lost' will open on 6 December 2017. The exhibition focuses on Keats's annotated copy of Paradise Lost

attractions in terms of content, processes, technology and customer service	heritage locations	<p>activities for Keats anniversaries 2020/2021</p> <p>Deliver a marketing strategy for Keats House and secure marketing resource 2017/18</p>	<p>and explores how Milton influenced Keats's own writing.</p> <p>An external PR consultant has been appointed to generate press coverage for the exhibition. Long-lead features are already lined up for Elle Interiors and Red magazine and the show has been mentioned in several industry publications. There will be a press preview of the exhibition for shorter-lead publications, TV news, bloggers etc. closer to the launch date.</p> <p>The Principal Curator and Interpretation Officer have met with potential partners to begin planning the commemoration of the 200th anniversary of Keats's death in 2021. The Keats-Shelley House in Rome and Kings College London have shown significant interest in working together. Further meetings will be scheduled for the coming months.</p> <p>The Interpretation Officer is in discussion regarding a proposal for an exhibition in 2019 about the influence of the Romantics on 'New Romantic' musicians in the 1980s, with an emphasis on fashion.</p>
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## Appendix 2 – Performance Indicators

KEATS HOUSE									
PI No	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	2017/18 Performance Target	2017/18 Actual	April-Sept	Oct-March
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	House: 22,665 Total inc. garden estimate: 34,816		House: 12,842 Total inc garden estimate: 19,961	
	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: £17,994	Retail: £7,083 Hire: £18,894		Retail: N/A until year end Hire: £9,820	
32	To maintain high or increase Net Promoter Score as an indication of customer satisfaction	6 monthly	73	>73	71	73		Not yet available	

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### Appendix 3 – Current Fees & Charges

<b>Entrance Fee</b>	
Adult	£6.50
Seniors	£5.50
Concessions (students and jobseekers)	£4.50
Children (17 and under)	Free
National Trust Members	£3.25
National Art Pass holders	Free

Entry to the Keats House garden is Free.

<b>Private Hire Charges (per hour)*</b>	<b>9am - 5pm</b>	<b>5pm -9pm<sup>+</sup></b>
Chester Room	£100	£125
Nightingale Room	£70	£125
All Keats House	£140	£185

\* A discretionary discounted rate may be offered to not-for-profit organisations running literary events or events which benefit the local community.

+ Minimum booking 2 hours

Time for setting up and packing up after events must be included in the hire times.

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## Appendix 4: Visitor statistics

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>Total including garden estimate</b>													
2012-13	1787	2530	1985	2003	2330	2073	2187	1265	913	1121	1116	1338	20648
2013-14	1947	2690	2883	2841	2563	2149	2498	1998	1179	1361	1631	2645	26385
2014-15	2435	2687	2915	2549	2428	2513	2387	1540	1323	1956	1596	2101	26430
2015-16	3116	3758	3611	3590	2996	3002	2653	1594	1557	1788	2058	2615	32338
2016-17	2496	3643	3312	4001	2468	3581	2547	2557	1887	2109	2270	1995	32866
2017-18	2657	3332	3550	4101	2457	3864							19961
<b>Total excluding garden estimate</b>													
2012-13	1506	1756	1595	1546	1556	1448	1754	969	767	948	931	1050	15826
2013-14	1448	2109	2126	1855	1751	1511	2010	1496	889	1184	1234	1819	19432
2014-15	1817	1944	2197	1929	1913	1702	1634	1068	756	1328	1093	1322	18703
2015-16	1618	2335	2494	2115	1696	1683	1778	1209	1254	1296	1488	1716	20682
2016-17	1638	1914	2140	2496	1313	2312	1772	1854	1266	1444	1651	1973	21773
2017-18	1563	2266	2403	2305	1403	2902	0	0	0	0	0	0	12842
<b>General Visitors</b>													
2012-13	1480	1493	1514	1358	1485	1359	1510	801	731	798	797	977	14303
2013-14	1190	1378	1384	1201	1690	970	932	643	589	557	611	1019	12164
2014-15	1209	1141	1050	1271	1447	1012	852	491	360	557	571	736	10697
2015-16	987	1173	865	1191	1368	917	933	478	336	574	724	863	10409
2016-17	904	1020	842	1182	1039	842	920	624	602	643	635	842	10095
2017-18	893	1131	1079	1260	1159	1059							6581
<b>Primary School Visits</b>													
2015-16	0	84	83	90	0	36	93	129	0	0	26	0	541
2016-17	28	0	233	122	0	86	30	123	32	59	36	0	749
2017-18	0	28	156	0	0	22							206
<b>Secondary School Visits</b>													
2012-13		138	25	64	16	37	140	36	36	49	108	73	722
2013-14	21	48	169	249	35	96	162	126	53	144	223	151	1477
2014-15	52	88	152	206	47	31	101	142	104	142	120	71	1256
2015-16	156	101	327	175	0	36	94	77	135	17	68	0	1186
2016-17	93	104	141	189	0	112	138	117	52	158	143	202	1449
2017-18	17	60	101	260	0	54							492
<b>Further/Higher Education Groups</b>													
2012-13	0	27	18	67	0	10	43	65	0	82	0	0	312
2013-14	0	12	76	0	6	68	93	116	0	18	16	0	405
2014-15	5	57	50	51	23	0	16	0	0	0	0	45	247
2015-16	0	17	0	81	0	60	0	16	32	0	61	24	291
2016-17	30	34	75	73	0	35	38	5	0	47	0	0	337
2017-18	0	99	29	97	0	0							225
<b>Tourist and Other Groups</b>													
2012-13	26	98	38	57	55	42	61	67	0	19	26	0	489
2013-14	27	5	84	0	0	15	23	22	0	20	23	55	274
2014-15	39	44	0	12	0	97	0	0	0	0	0	0	192
2015-16	36	73	0	69	16	25	29	0	21	47	0	33	349
2016-17	6	17	66	73	13	55	19	15	5	0	0	32	301
2017-18	4	58	22	59	30	52							225
<b>Keats House Events</b>													
2012-13	0	0	0	0	0	0	0	0	0	0	0	0	0
2013-14	210	506	177	175	8	158	570	204	110	324	286	394	3122
2014-15	420	498	790	353	162	286	373	185	176	293	183	206	3925
2015-16	364	561	912	199	312	449	503	249	472	313	310	318	4748

<b>2016-17</b>	367	254	393	336	131	982	327	278	375	149	349	431	<b>4372</b>
<b>2017-18</b>	209	465	566	262	194	1365							<b>3061</b>
<b>Private Hire Events</b>													
<b>2012-13</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>2013-14</b>	0	160	236	230	12	204	230	385	137	121	75	200	<b>1990</b>
<b>2014-15</b>	92	116	155	36	234	276	292	250	116	336	219	264	<b>2386</b>
<b>2015-16</b>	75	390	390	310	0	216	210	260	290	392	280	280	<b>3093</b>
<b>2016-17</b>	210	475	390	550	130	280	382	692	200	388	455	640	<b>4792</b>
<b>2017-18</b>	440	425	450	497	20	350							<b>2182</b>
<b>Garden</b>													
<b>2012-13</b>	281	774	390	457	774	625	433	266	146	173	185	288	<b>4792</b>
<b>2013-14</b>	499	546	809	982	798	623	466	487	248	157	374	797	<b>6786</b>
<b>2014-15</b>	500	711	702	600	483	777	733	452	561	616	487	761	<b>7383</b>
<b>2015-16</b>	1423	1360	973	1565	1255	1305	1163	376	273	402	551	886	<b>11532</b>
<b>2016-17</b>	838	1670	1143	1441	1312	1255	752	687	597	576	598	522	<b>11391</b>
<b>2017-18</b>	1070	1048	1140	1772	1038	889							<b>6957</b>
<b>Offsite Events</b>													
<b>2012-13</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>2013-14</b>	0	35	4	4	14	15	22	15	42	20	23	29	<b>223</b>
<b>2014-15</b>	32	32	16	20	32	34	20	20	6	32	16	18	<b>278</b>
<b>2015-16</b>	20	33	30	18	17	14	15	9	24	90	19	13	<b>302</b>
<b>2016-17</b>	20	59	29	64	23	14	23	16	24	89	18	22	<b>401</b>
<b>2017-18</b>	24	18	7	24	16	73							<b>162</b>

TO: **CULTURE HERITAGE AND LIBRARIES COMMITTEE**

Monday 18 December 2017

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 19 October 2017

The draft public minutes of the Members Privileges Sub-Committee meeting held on 21 September 2017 were considered:-

RESOLVED – That:-

1. departing Members of the Court of Common Council be recognised for their service by way of a written resolution on the Court Summons as referred to above;
2. the current quality and manner in which resolutions were presented be recipients be enhanced and the Town Clerk be asked to look at how this could be achieved;
3. the Members Briefing be made available to past Members but that it not be made available on the website;
4. the inscribed resolution to Committee Chairmen be presented to Chairmen at the Committee Dinner held in honour of the outgoing Chairman and that the resolution be suitably framed; and
5. **the Culture, Heritage and Libraries Committee be requested to reconsider the quality of the material used to produce the sleeve for the pocket book.**

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<b>Committee:</b> Court of Aldermen ( <i>in respect of 'The Oyster Meal' only</i> ) Culture Heritage and Libraries Committee	<b>Date:</b> <b>17 October 2017</b> <b>18 December 2017</b>
<b>Subject:</b> Decisions taken under Delegated Authority or Urgency since the last meeting of the Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Julie Mayer, Town Clerk's Department	

## Summary

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

- 1. Claim for Restitution of "The Oyster Meal" by Jacob Ochtervelt**
- 2. Paddington Pop Up Book: A proposal by Cake Media in partnership with STUDIOCANAL**

## Recommendation

Members are asked to note the report.

## Main report

- 1. Claim for Restitution of "The Oyster Meal" by Jacob Ochtervelt**

### **Reason for Urgency:**

The City of London Corporation received a claim, together with extensive supporting documentation, from the Commission for Looted Art in Europe (as the legally authorised representative of the heirs of the late Dr J H Smidt van Gelder of Arnhem, the Netherlands) for the restitution of a painting entitled; 'The Oyster Meal' by Jacob Ochtervelt. The Smidt-van Gelder family were waiting for confirmation of the restitution before finalising their travel arrangements to a handover event, to be hosted by the Lord Mayor. The recipient of the above the painting, Mrs Smidt-van Gelder, is 96 years old and officers were keen to ensure the return of the painting to her as soon as possible before the winter.

## **Action Taken**

The Town Clerk, acting under urgency powers, in consultation with the Chairman of the General Purposes Committee of Aldermen and the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, authorised the restitution of The Oyster Meal, by Jacob Ochtervelt, to the heirs of Dr. J. H. Smidt van Gelder; Dr Smidt van Gelder's daughter, now being of 96 years of age, pursuant to:

(i) Standing Order 41(a) of the Standing Orders of the Court of Common Council, and

(ii) Standing Order 30 of the Standing Orders of the Court of Aldermen

(iii) The Terms of Reference of the Culture, Heritage and Libraries Committee

## **2. Paddington Pop Up Book: A proposal by Cake Media in partnership with STUDIOCANAL**

### **Reason for Urgency:**

The City Arts Initiative (CAI) considered and agreed a proposal, via email correspondence, from Hope O'Sullivan of Cake Media Ltd in partnership with STUDIOCANAL, for a temporary artwork to be installed on St Peter's Hill. The CAI therefore recommended that it be approved, subject to planning permissions and licenses being obtained. Ratification of the proposal was sought under urgency because formal consideration of the proposal, at the December meeting, would be too late for the proposal to be realised.

### **Action Taken**

Given that the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee also serve on the City Arts Initiative; the Town Clerk, in consultation with the two most senior Members of the Culture, Heritage and Libraries Committee, agreed to:

Ratify the City Arts Initiative's recommendation in relation to the Paddington Pop Up Book and a temporary artwork installation on St Peter's Hill, subject to planning permissions and licenses being obtained.

### **Contact:**

Julie Mayer

Committee and Member Services Officer, Town Clerk's Department

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[julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)

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