



Culture, Heritage and Libraries Committee

Date: MONDAY, 22 OCTOBER 2018
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Graham Packham (Chairman)	Deputy Tom Hoffman
Deputy Wendy Hyde (Deputy Chairman)	Ann Holmes
Deputy John Absalom	Deputy Wendy Hyde (Deputy Chairman)
Munsur Ali	Vivienne Littlechild
Deputy John Bennett	Andrew Mayer
Peter Bennett	Jeremy Mayhew
Sir Mark Boleat	Wendy Mead
Deputy David Bradshaw	Sylvia Moys
Tijs Broeke	Barbara Newman
Thomas Clementi	Graham Packham (Chairman)
Deputy Kevin Everett	John Petrie
Anne Fairweather	Judith Pleasance
Sophie Anne Fernandes	Deputy Richard Regan
Alderman John Garbutt	Deputy Dr Giles Shilson
Alderman Sir Roger Gifford	Jeremy Simons
Caroline Haines	Mark Wheatley
Deputy the Revd Stephen Haines	
Graeme Harrower	

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

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 2 July 2018.

For Decision
(Pages 1 - 6)
4. **DRAFT MINUTES OF KEATS HOUSE CONSULTATIVE COMMITTEE (REGISTERED CHARITY NUMBER 1053381)***
To receive the draft minutes of the meeting held on 3rd October 2018.

For Information
(Pages 7 - 12)
5. **STATUE RECOGNISING THE ROLE OF WOMEN IN THE CITY**
Report of the Town Clerk.

For Decision
(Pages 13 - 22)
6. **KEATS HOUSE RISK MANAGEMENT (REGISTERED CHARITY NUMBER 1053381)**
Report of the Director of Open Spaces.

For Decision
(Pages 23 - 32)
7. **KEATS HOUSE PERFORMANCE (REGISTERED CHARITY NUMBER 1053381)**
Report of the Director of Open Spaces.

For Information
(Pages 33 - 38)
8. **TOWER BRIDGE (REGISTERED CHARITY NUMBER 1035628) AND MONUMENT RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 39 - 50)

9. **CITY OF LONDON POLICE MUSEUM: CLARIFICATION OF GOVERNANCE ARRANGEMENTS**

Joint report of the Assistant Town Clerk/Culture Mile Director and the Commissioner, City of London Police.

For Decision
(Pages 51 - 56)

10. **CULTURAL SERVICES IN TOWN CLERK'S - CELEBRATING DIVERSITY IN OUR CULTURAL PROGRAMMING**

Report of the Assistant Town Clerk/Culture Mile Director.

For Information
(Pages 57 - 62)

11. **CITY INFORMATION CENTRE: ANNUAL PERFORMANCE REPORT AND SURVEY FINDINGS 2017/18**

Report of the Assistant Town Clerk/Culture Mile Director.

For Information
(Pages 63 - 68)

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

Report of the Assistant Town Clerk/Culture Mile Director.

For Decision
(Pages 69 - 76)

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

Report of the Assistant Town Clerk/Culture Mile Director.

For Information
(Pages 77 - 100)

14. **ARTIZAN STREET LIBRARY OPENING HOURS**

Report of the Director of Community and Children's Services.

For Information

(Pages 101 - 104)

15. **DRAGON CAFE IN THE CITY**
Report of the Director of Community and Children's Services

For Information
(Pages 105 - 120)

16. **REPORT OF ACTION TAKEN SINCE THE LAST MEETING OF THE COMMITTEE ***
Report of Town Clerk.

For Information
(Pages 121 - 122)

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

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

19. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-public Agenda

20. **NON PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 2nd July 2018.

For Decision
(Pages 123 - 126)

21. **LIBRARY SELF SERVICE KIOSKS - GATEWAY 1/2 - PROJECT PROPOSAL**
Report of the Director of Community and Children's Services.

For Decision
(Pages 127 - 140)

22. **CITY PURCHASE OF NEW ARTWORK: 12.18 AND 10 SECONDS BY CARL LAUBIN**
Report of the Assistant Town Clerk/Culture Mile Director.

For Decision
(Pages 141 - 148)

23. **MONUMENT VISITOR CENTRE**
Head of Tower Bridge to be heard.

For Information

24. **EVENTS MANAGEMENT AT TOWER BRIDGE (CHARITY REGISTRATION NO. 1035628)**

Report of the Director of Open Spaces

For Information
(Pages 149 - 152)

25. **TOWER BRIDGE (CHARITY REGISTRATION NO. 1035628) AND THE MONUMENT PRICING REVIEW AND PROPOSALS FOR 2019/20**

Report of the Director of Open Spaces.

For Decision
(Pages 153 - 162)

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**

This page is intentionally left blank

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 2 July 2018

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall at 11.30 am

Present

Members:

Graham Packham (Chairman)	Deputy Tom Hoffman
Deputy Wendy Hyde (Deputy Chairman)	Ann Holmes
Deputy John Absalom	Vivienne Littlechild
Munsur Ali	Jeremy Mayhew
Deputy John Bennett	Wendy Mead
Peter Bennett	Barbara Newman
Sir Mark Boleat	John Petrie
Deputy David Bradshaw	Judith Pleasance
Tijs Broeke	Deputy Dr Giles Shilson
Deputy Kevin Everett	Jeremy Simons
Anne Fairweather	Mark Wheatley
Sophie Anne Fernandes	
Alderman John Garbutt	
Caroline Haines	
Deputy the Revd Stephen Haines	
Graeme Harrower	

In Attendance

Officers:

Peter Lisley	- Assistant Town Clerk (Culture Mile Director)
Julie Mayer	- Town Clerk's
Nick Bodger	- Town Clerk's
Geoff Pick	- Town Clerk's
Andrew Buckingham	- Town Clerk's (Communications)
Carol Boswarthack	- Community and Children's Services
Colin Buttery	- Director of Open Spaces
Christopher Earlie	- Open Spaces
Karen McHugh	- Comptroller & City Solicitor's
Graham Nickless	- Chamberlains
Julie Smith	- Chamberlains
Steven Chandler	- City Surveyors
Natalie Cain	- Open Spaces
Nick Sommerville	- City Surveyors
Annie Hampson	- Department of the Built Environment
Beverley Bush	- Department of the Built Environment

1. **APOLOGIES**

Apologies were received from Thomas Clementi, Alderman Sir Roger Gifford, Andrew Mayer, Sylvia Moys and Richard Regan.

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 14th May 2018 were approved as a correct record, subject to an amendment recording Caroline Haines as being present and Jeremy Simons as submitting apologies.

Matters arising

Following the discussion at the last meeting in respect of displaying iconic female statues in Guildhall, and a subsequent Motion to the Court of Common Council, Members noted that the following statues would be displayed in Guildhall receptions until November this year, during '*Women, Work and Power*'.

- Florence Nightingale (an Honorary Freeman of the City) - in the North Wing.
- Lord Nelson (Sculpted by Ann Seymour Damer) - in the West Wing

A Member asked whether there were any pictures or sculptures of Mary Seacole in the Guildhall Art Gallery collection and, following the meeting, officers advised there were none.

4. **MINUTES OF THE KEATS HOUSE CONSULTATIVE COMMITTEE**

The public minutes of the Keats House Consultative Committee held on 15 May 2018 were received.

Matters arising

The Principal Curator advised that the premises license application was progressing and would be concluded during the Summer 2018. Members noted the arrangements in hand for 'Keats 200', which would be progressed between September and December 2018.

In response to a query about installing a defibrillator at Keats House, the Director advised that staff at the House, many of whom were volunteers, were not obligated to undergo training to use them. However, Members also noted that more sophisticated versions were available, which required no training and were designed to be used during calls to the emergency service. The Chairman suggested that, if such a device was installed at Keats House, it would be a useful pilot for further installations across the City of London Corporation.

RESOLVED, that - the Director of Open Spaces arrange, as soon as practicable, for the acquisition and installation of a defibrillator at Keats House, of a kind that gives its user instructions on how to operate it, and to confirm the installation to the next meeting of the Culture, Heritage and Libraries Committee.

5. **PRESENTATION: DEVELOPING THE VISITOR EXPERIENCE AND EDUCATION OFFER AT TOWER BRIDGE**

Members received a presentation from the Head of Tower Bridge on developing the visitor experience and education offer at Tower Bridge.

During the discussion the following points were noted.

- The lift runs fairly slowly in order to manage visitor numbers and dwell time and, following a recent overhaul, the lift at the South Tower was working.
- Capacity is further managed by the series of corridors at the Bridge and the ability to purchase tickets while queueing. A system for timed ticketing was being introduced, likely for implementation when visitor figures reach above 1.2M.
- The Tower Subway is used for access on special occasions but is not open to the public. This is not a City owned facility and therefore access is not within the corporation's gift.
- There had been some 700 resident visitors and, in common with similar attractions, they were required to show ID, with an address to obtain the residents' discount.
- Ongoing work on the ticket office and security will include queue management and disabled access. Queues were fully staffed and provided an opportunity to engage with the visitors. Furthermore, a visible queue is an effective promotion of the venue.
- Commemorations to mark the 125 Year Anniversary of the Bridge were underway.
- Members commended a very good project.

6. **REVENUE OUTTURN 2017/18**

Members received a joint report of the Chamberlain, Assistant Town Clerk and Culture Mile Director, Directors of Open Spaces and Community and Children's Services, in respect of the 2017/18 Revenue Outturn. Members noted that all bids for carry forwards had been agreed.

RESOLVED, that – the Revenue Outturn Report for 2017/18 and the proposed carry forwards of underspends to 2018/19 be noted.

7. **BARBICAN AND COMMUNITY LIBRARIES - QUARTER 4 BUSINESS PLAN**

Members received a report of the Director of Community and Children's Services in respect of progress made by Barbican and Community Libraries during 2017/18, against the refreshed 2017-22 Department of Community and Children's Services Business Plan.

During the discussion, the following points were noted:

- Members were pleased to note the 19% increase in visits to Shoe Lane Library and particularly the success of the Dragon Café, which promoted wellbeing for City residents and workers. The Committee would receive a report and evaluation on this project at the first meeting of the Committee after the recess.
- E-books were an issue due to complexities and affordability of digital licences. Members noted that Librarians were challenging this and the Head of Barbican and Library Services recently attended a meeting with the DCMS to consider public lending rights. Members noted that the publishers' association had been very engaged and the Head of Service was happy to share her report with Members. Members noted that audio books were not affected in the same way.
- Staff had been reminded to send out satisfaction surveys promptly. However, Members noted that surveys were conducted very widely and officers were sensitive to excessive use.
- Members noted that the Barbican and Community Libraries budget covered all libraries, the only difference being Artizan Street, which was originally a joint budget of Community and Children's Services and the former Culture, Heritage and Libraries Department. The Head of Service and Chamberlain agreed to make this clearer in future reports.

RESOLVED, that – the Quarter 4 2017/18 update and progress be noted.

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

Members received a report of the Assistant Town Clerk/Culture Mile Director in respect of the recommendations of the City Arts Initiative (CAI). The report also sought to appoint one or two Members to serve of the CAI for 2018/19. Two Members of the Committee had expressed a willingness to serve.

In respect of the application for '*Hidden in Plain Sight*', an installation to raise awareness of human trafficking, Members asked for this to be progressed under delegated authority once the concerns of the Director of Communications have been addressed.

RESOLVED, that:

1. The following recommendations of the City Arts Initiative be approved:

Fantastic Beasts / Shine a Light: to be located between Millennium Bridge and Queen Victoria Street.

Tusk Rhino Trail: encouraging the use of suitable locations along the St Paul's to Museum of London axis, to support the desire for increased activation along this route.

2. **Untitled / The Deep Sleep:** the theatrical intervention be declined, noting that the work was not considered strong enough as a standalone piece and that there is no connection between it and other events and programmes in the City to which it may have been a suitable complement.

3. **Hidden in Plain Sight:** Authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee, once the concerns of the Director of Communications have been addressed

4. The revised Terms of Reference for the City Arts Initiative be noted and the Member representation on the CAI be increased to include The Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee plus two serving Members; Mrs Barbara Newman and Mr Jeremy Simons, appointed for 2018/19, as well as the Chairman of the Sculpture in the City Partnership Board.

9. **FUTURE OF THE CITY OF LONDON CORPORATION MEMBERS' POCKET BOOK**

Members received a report of the Town Clerk in respect of the future of the City of London Corporation Pocket Book, following the recent survey of all Members of the Court. Members noted that of 125 Members, 73 had voted and the results were 38 in favour of keeping the Pocket Book and 35 for abolishing it.

RESOLVED, that - the printed and electronic versions of the City of London Corporation Pocket Book continue to be produced, with a further review following the 2021 Court of Common Council Elections.

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

The Chairman had received positive feedback on the recent Committee dinner and invited further comments. Generally, Members liked entertainment at Culture, Heritage and Libraries Committee dinners but not for too long a duration. Opinions were split as to round v long tables and generally, circular tables were preferred if not too large. The timing of the dinner in spring was felt to have worked well.

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

There were no items.

12. **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.
12-19

Paragraph No.
3

13. **NON-PUBLIC MINUTES**

The minutes of the meeting held on 14th May 2018 were approved.

14. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO.1035628) AND MONUMENT FULL YEAR PERFORMANCE REPORT APRIL 2017 TO MARCH 2018**

Members received a report of the Director of Open Spaces.

15. **PRESENTATION: MONUMENT VISITOR CENTRE**

Members received a presentation in respect of the Monument Visitor Centre.

16. **THE MONUMENT VISITOR CENTRE - GATEWAY 3 - ISSUES REPORT**

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

17. **LORD MAYOR'S STATE COACH - GATEWAY 5 - ISSUES REPORT**

Members considered and approved a report of the City Surveyor.

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

There were no questions.

19. **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 1.20 pm

Chairman

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

KEATS HOUSE CONSULTATIVE COMMITTEE

Wednesday, 3 October 2018

Minutes of the meeting of the Keats House Consultative Committee held at
Nightingale Room, 10 Keats Grove, London NW3 2RR at 2.30 pm

Present

Members:

Graham Packham - Chairman, Culture Heritage and Libraries Committee	Jeremy Simons - Culture, Heritage and Libraries Committee
Vivienne Littlechild - Culture, Heritage and Libraries Committee	Jim Burge - Heath Hurst Road Residents' Association
Bob Hall - Keats Foundation	Andrew Dutton-Parrish - Hampstead Conservation Advisory Committee
Graeme Harrower - Culture, Heritage and Libraries Committee	Stephen Ainger, Chairman - Downshire Hill Residents' Association
Martin Humphery - Heath and Hampstead Society	Nigel Stewart - Keats Community Library Deputy John Tomlinson - Hampstead Heath, Highgate Wood and Queens Park Committee

In Attendance

Officers:

Julie Mayer	- Town Clerks
Colin Buttery	- Director of Open Spaces
Bob Warnock	- Superintendent, Hampstead Heath
Rob Shakespeare	- Principal Curator, Keats House

1. APOLOGIES

Apologies were received from Deputy Wendy Hyde, Stephen Bobasch (represented by Nigel Stewart) and Karina Dostalova (represented by Deputy John Tomlinson).

The Chairman welcomed Mr Andrew Dutton-Parish and Mr Stephen Ainger to their first meeting of the Consultative Committee.

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 15 May 2018 were approved, subject to removing the word 'reviving' at the end of paragraphs 10.

RESOLVED, that – the minutes of the meeting held on 15 May 2018 be approved.

4. **KEATS HOUSE UPDATE REPORT**

Members received a report of the Superintendent of Hampstead Heath which summarised the achievements and developments at Keats House, including Ten Keats Grove, since the last meeting on 15 May 2018. The Principal Curator also tabled the latest programme for the House.

During the discussion on this report, the following points were noted:

Visit England and London in Bloom

Initial feedback from the Visit England Inspection had been very positive; there might be a small dip on last year's score, but this had been expected on account of some minor maintenance issues. Whilst marginal, they would receive full consideration once the final report was available.

Members were very pleased to note that the House had been awarded 'Silver Gilt' status; i.e. scoring 70-84% of the points available in the 'London in Bloom' (Walled Gardens Category).

Licence at Ten Keats Grove and Defibrillator

The Licence for Ten Keats Grove had been resolved. A 'letter of comfort' is being discussed with the Director of Open Spaces. Members were pleased to note that a fully automatic defibrillator had been purchased for use at Keats House and Ten Keats Grove; of a simple design, which would not operate if an individual wasn't in cardiac arrest. Members noted that a fully trained Lifeguard had advised on the purchase and will be running the training sessions for all staff, which would be extended to new staff and volunteers. The device would be checked weekly, alongside the fire alarms, and the Library would be briefed regularly.

Premises Licence Application

Members noted that a few factors had come to light in respect of the Premises Licence application, which the Principal Curator would like to revisit. The Curator explained that there been some inconsistencies between the draft licence application and the fire risk assessments conducted in February 2018. Members were reminded that, during the period of consultation, some residents had raised concerns. Members were concerned at the amount of time taken to progress the application, and asked to see a timeline for possible completion, given the proximity to the Keats200 Commemorations.

Members asked for the licence application to progress concurrently with the planning application to improve the entrance to the House. Members suggested a meeting with the Heath and Hampstead Society, before further consultation.

Boiler Replacement

Members noted that the boiler replacement had identified some asbestos, which was being removed this week. The Curator advised that the heating replacement work had come on stream very late and progressed quickly and apologised for any perceived lack of consultation with the Trustees. In response to a question as to why heat pumps had not been used, Members noted that the City Surveyor would have chosen the most energy efficient option, but the Curator agreed to investigate the background to the decision.

Livery Companies

In respect of bookings from Livery Companies, a Member suggested a direct contact with the Livery Clerks, as well as the Livery Newsletter, emphasising the City Corporation's patronage of the House and its close proximity to the City.

Keats200 and Project Co-ordinator

Discussions were underway with principal partners in respect of Keats200 and the Curator reported on a positive meeting with The Keats Foundation and the Keats-Shelley Memorial Association, which considered partnership projects, branding and avoiding duplication. The Curator tabled 5 branding options, with 2 main variants. Whilst there was a preference for the darker, sharper images, which showed Keats' profile, Members felt that input from a professional designer was more appropriate. Initial contact with 'Chickenshed Theatre' had also been positive; this company was very popular with young people and a programme of workshop performances were being proposed, culminating in a large performance in 2020.

Members noted that the programme, as planned, would require significant resources to develop and deliver and it was therefore proposed to appoint a Keats200 Project Co-ordinator, on a fixed-term contract, for a two-year period. The main purpose of the role would be to develop and help deliver an ambitious and creative programme for the Keats200 Bicentenary and secure funding required for identified projects within the overall programme. The job and person specifications were being written and would be submitted for job evaluation as soon as possible. It was proposed that funding for this role would cost c. 55% of the current available reserves. In concluding the debate, Members endorsed a submission for a bid, to the Culture, Heritage and Libraries Committee, to support funding for this fixed-term post.

Private Hire

In respect of the downturn in numbers attending for private hire, the Curator assured Members that income was stable, but the House had to give priority to exhibitions and programming. Currently, there was 1 part time Officer engaged on private hire, who was looking at how this might be improved. The Curator offered to provide enhanced figures in the next update, showing the number of private hires, as well as individuals attending, and the outcome and benefits from the events.

Internet at the Library

Members were concerned at the ongoing issues with the Library's internet connection, despite this being reported regularly to the IT Help Desk, and would therefore like to see it resolved as soon as possible. There was a suggestion that the Library would benefit from arranging its own broadband connection not managed by the City IT group and the Principal Curator agreed to explore alternative options.

Entrance Fees at the House

The Curator tabled a schedule of entrance fees in comparable locations and Members noted that Visit England suggested that the House's entrance fee was undervalued. The Curator also agreed to investigate the origins of the Art Fund concession. There was further discussion about other concessions; i.e. the pros and cons of senior, family tickets and the value of memberships, which would be explored fully in the financial implications contained in the report and recommendations to the Culture, Heritage and Libraries Committee. In concluding the debate, Members endorsed the proposals including the principle to increase the current entrance fee to the House and to develop a community ticket.

CIL Project to Improve the Entrance to the House

Members were asked to consider an additional aspect arising from the CIL project in respect of improvements to the entrance to the House, which fell outside of the CIL Funding, and would require support from the Culture, Heritage and Libraries Committee to fund the project shortfall from reserves. Members noted that there had been initial discussions about the use of materials for a three-way, sliding gate, to open up the view of the House. On further examination, Camden Council officers had expressed concern regarding the proposed choice of materials and their compatibility to the existing street scene.

Having studied the various proposals in the drawings, Members were concerned about the safety aspect of a completely open entrance and the Principal Curator will ensure this is considered prior to final submission. In respect of the materials, Members suggested that oak would weather well and railings were acceptable, in a tasteful design, but accepted that Officers must work within the parameters of Camden Planning Officers' recommendations. In concluding the debate, Members endorsed the submission of a request to the Culture, Heritage and Libraries Committee to support funding the entrance improvements from reserves.

5. QUESTIONS

There were no questions.

6. ANY OTHER BUSINESS

A new Member of the Consultative Committee thanked Members for a productive meeting and the City for their ongoing support of Keats House.

7. DATE OF THE NEXT MEETING

18 March 2019 at Guildhall – 1.45 pm

The meeting ended at 4.30

Chairman

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

This page is intentionally left blank

Committee:	Date:
Culture, Heritage & Libraries Committee	22 October 2018
Subject: Statue Recognising the Role of Women in the City	Public
Report of: Town Clerk	For Decision
Report Author: Greg Moore	

Summary

At the meeting of the Court of Common Council on 21 June 2018, Members passed a Motion which sought to recognise the centenary of women's suffrage and the various contributions made by London's women by commissioning a statue (or other suitable depiction) celebrating the role of pioneering women in London's history.

This report suggests that the City Arts Initiative, the body which currently considers and reviews similar proposals relating to artistic installations around the City, be asked to consider options and details relating to location, design, subject and cost, with a view to presenting a formal proposition to Members in due course. To assist, and consistent with the terms of the Motion, it is also suggested that a number of independent advisers be invited to help shape the proposals.

The Committee is also asked to consider a proposal received to fund the delivery of two statues already being planned outside of the City boundaries, rather than the design and delivery of a new statue within the City itself.

Finally, Members are asked to note that any proposal will have associated financial implications, depending on the type and nature of the statue or depiction agreed upon, and that a request for funds will need to be made in the usual manner once proposals have been worked up.

Recommendation(s): That Members determine whether to:-

- Fund existing statues outside the City boundaries, as detailed in paragraphs 9-11 of the report;
- OR
- ask the City Arts Initiative Group to commission and develop proposals for a statue or suitable depiction within the City boundaries, to be created pursuant to the terms of the Motion passed by the Court, with authority delegated to the Assistant Town Clerk & Culture Mile Director to invite expert advisors to assist in the process.

Main Report

Background

1. At the Court of Common Council on 21 June 2018, Members passed the following Motion:

“That this Honourable Court, in recognition of the centenary of women’s suffrage and in committing itself to make further strides forward in making the City of London an open, tolerant and inclusive place to live, work, and visit, resolves to recognise the contribution made by London’s women, by commissioning a statue or statues or other depictions to be placed in prominent public positions, perhaps of some of the pioneering women who first held high office in the City, such as Dame Mary Donaldson GBE JP (Lord Mayor 1983), Edwina Coven CBE JP DL (Chief Commoner 1987), or Dame Judith Mayhew-Jonas DBE (Policy Chairman 1997-2003), or other women who have added value to the life of London over the centuries; and to refer this matter to relevant committees (advised by an independent expert group) to determine the subjects, budgets, design, location, and other practical concerns.”

2. Whilst there are many statues of women outside of the City, within the City there are none to speak of, which could give rise to a perception that this is a traditionally male domain. There is currently a group working to raise funds (independent of the City) for a memorial to Tessa Tenant and Green Finance; however, this is unlikely to be a figurative image of her, the focus being on green finance.
3. Officers have discussed the anticipated funding requirements and suitable governance arrangements for the project, consistent with the terms of the Motion, and approval is now sought to progress this work accordingly.

Proposal

4. The terms of the Motion were clear in respect of a group of independent advisors being made use of to inform decision-making in respect of determining the subjects, budgets, design, location, and other practical concerns.
5. At present, proposals relating to the installation of new artistic works across the City, including statues, are currently considered through the City Arts Initiative (CAI) group. This group consists of a number of senior officers working across the City Corporation’s cultural departments with relevant expertise and experience, together with a number of senior Members of the culture Heritage & Libraries Committee. It is well-versed in the sorts of considerations required in respect of location, practical issues, value for money, and design which will be important in helping to draw together suitable proposals.
6. It is considered that it would be pragmatic to utilise the existing structures of the CAI to expedite appropriate decision-making in respect of this item, rather than seek to create a new decision-making body to which additional expertise would need to be recruited.
7. The CAI also has the benefit of Member involvement, with both the Chairman and Deputy Chairman of the Culture Heritage & Libraries Committee, two further nominees of the same Committee, and the Chairman of the Sculpture in the City Board serving. Using the CAI would therefore ensure Member engagement throughout the process.

8. However, consistent with the terms of the Motion, the advice of a group of independent advisers will need to be incorporated within this process. The terms of reference of the CAI currently allow for internal and external experts to be invited to attend meetings to provide advice in this fashion. It is therefore suggested that the Assistant Town Clerk & Culture Mile Director be authorised to identify and invite suitable individuals to advise the CAI.

Alternative Option Relating to Existing Statues

9. The suggestion has also been made by a small number of current and past Members that, rather than seek to design its own statues, the City Corporation might wish to donate funds to support the delivery of statues which are already being produced.
10. Two such works in particular have been proposed, namely, statues of Sylvia Pankhurst and Mary Wollstonecraft, which are intended to be located at Newington Green. Information relating to each is appended to this report.
11. It should be noted that the City Corporation has already donated some £10,000 towards the Sylvia Pankhurst statue. Members may also wish to note that both statues are also to be located outside the City boundaries at Newington Green, in the London Borough of Islington, which it could be argued is not entirely consistent with the spirit of the motion and its aims in respect of the City.
12. The suggestion has also been made that a series of plaques, commemorating the homes or places of work of prominent City women or marking where women ran businesses over the centuries, could be considered instead of a statue. It is suggested that this be referred to the CAI to consider in the context of their wider discussions as to design and the way forward.

Financial Implications

13. Whether the decision be to pursue the design and installation of a new statue or the allocation of resource towards statues which are already planned, a significant financial commitment is likely to be required.
14. The precise financial implications will of course be dependent on the type and nature of the statue or depiction that is ultimately agreed upon. Based on previous experience of similar projects, officers have advised that the sum required for a new, permanent statue could be in the region of £100,000. However, this is a speculative figure at this point in time and appropriate bids for funding will need to be made of the Policy and Resources or Finance Committee once proposals have been developed, in accordance with the usual processes.
15. For illustrative purposes, it may be helpful to note that the Mary on the Green appeal is seeking a total of £200,000 (although this sum is to fund both the artwork and the ongoing promotion of her legacy via educational materials, so the totality is not dedicated to the statue). The Pankhurst appeal is currently seeking a further £70,000, in addition to the monies received to date by the City Corporation and other sponsors.

Conclusion

16. The Court of Common Council resolved to recognise the contribution made by London's women through the installation of a suitable statue or other depiction. This report identifies an option to fund statues already under development, or to instead approve a recommended route to allow proposals for a new statue to be drawn up and developed, facilitating formal costed proposals being put before Members for final decision. Your Committee is asked to approve the use of the City Arts Initiative for this purpose, should the latter option be selected.

Appendices

- Appendix A: Information relating to Sylvia Pankhurst Statue
- Appendix B: Information relating to Mary Wollstonecraft Statue

Contact:

Greg Moore

Town Clerk's Department

Telephone: 020 7332 1399

Email: gregory.moore@cityoflondon.gov.uk

a statue for Sylvia Pankhurst



Patrons: Maxine Peake, Baroness Margaret Prosser, Lord Chris Smith

Committee: Philippa Clark, Professor Mary Davis, Megan Dobney, Barbara Switzer

Late Patrons: Rodney Bickerstaffe, Baroness Brenda Dean, Richard Pankhurst



Patron Baroness Brenda Dean

It was 20 years ago, April 1998, that the story of A Statue for Sylvia started. Showing some young friends around the sights of Westminster and stopping in front of the memorial, adjacent to the House of Lords, to Emmeline and Christabel Pankhurst and the women who were imprisoned and force fed because of their determination to fight for the right of women to vote, Sylvia Pankhurst was notably absent.

People may know about Sylvia the suffragette but perhaps be unaware that she doesn't feature on this memorial to the suffragettes. She wrote the definitive history of the suffragette movement and whilst her name is

APPENDIX A

primarily associated with the fight for votes for women, less well known is her active involvement in other causes both domestic and international.

Sylvia trained as an artist. Whilst painting and thus documenting working women in factories, mills and potteries she wrote:



Patron Maxine Peake

“Mothers came to me with their wasted little ones. I saw starvation look at me from patient eyes. I knew then that I should never return to my art.”

Sylvia was expelled from the Women's Social and Political Union by her sister, Christabel, endorsed by her mother Emmeline and this is why she is not represented on the memorial despite also being imprisoned and force fed. They were opposed to her determination to improve the conditions of the poor and her belief



Helen Pankhurst, Islington Mayor Kat Fletcher, Patron Rodney Bickerstaffe

Patron Richard Pankhurst
with the maquette



effective campaigning tool. These were the days of letters and emails!

The site is in Clerkenwell Green in Islington and will form part of the council's refurbishment of the Green to make it more pedestrian-friendly and encourage more people to enjoy this space.

mould ready for casting. The base of the statue is formed of placards showing the campaigns for which Sylvia worked tirelessly. The sculpture is full of movement – Sylvia walking forward, papers under her arm. She will be on a low plinth (one foot high) of York stone and is a thing of beauty!

that campaigning for women's rights should not be suspended during the First World War.

Sylvia lived and worked in the East End of London, campaigning with the East London Federation of Suffragettes to improve the lives of those living in poverty. In 1915 they demanded "that the principle of equal pay for work of equal value shall be established throughout the entire field of industry". She established a nursery, food hall, employment and healthcare for women. She was vociferous against racism and fascism – all issues still very 'live' today.

Concerned about the lack of recognition of such a significant woman, we spoke to Professor Mary

Davis who was writing her book "Sylvia Pankhurst, A Life in Radical Politics". We became enthused to campaign for a statue to Sylvia. The Sylvia Pankhurst Memorial Committee was formed, four women who were working together in the women's and trade union movement. Our first Patron was Richard Pankhurst, Sylvia's son.

The sculptor is the renowned artist, Ian Walters – especially famed for the head of Mandela on London's South Bank and latterly his sculpture of Mandela in Parliament Square. Ian generously agreed to work with us 'blind' as we set about fundraising. We had little experience of such an undertaking and began before social media became such an

It has been something of a saga – we have met many obstacles – no doubt because Sylvia Pankhurst was always a thorn in the side of the Establishment. We have received a generous donation from the Corporation of the City of London and fantastic support from Islington Council. The funds for the statue however have largely come from donations by individuals and trade union branches. This statue really is in the spirit of Sylvia, a people's statue. We now need to raise sufficient funds to cast the statue in bronze, transport it to Clerkenwell Green and ensure its maintenance. The artist at the Morris Singer Foundry has scaled up from the maquette, and the craftspeople at the foundry have prepared the

August 2018 will see the 15th annual Sylvia Pankhurst Memorial Lecture given by Dr Sheila Hanlon: "Pedalling days: Sylvia Pankhurst and political cycling traditions, from Clarionettes to Suffragettes". Previous lecturers have included Richard Pankhurst, Gloria Mills, Rita Pankhurst, Theresa Moriarty, Hester Reeve and Helen Pankhurst.

We are now seeking financial support so the statue may be completed in this centenary year of the first limited franchise for women.

Thank you for taking the time to read this: The Sylvia Pankhurst Memorial Committee



Cheques should be made payable to
"SERTUC (Sylvia Pankhurst)" and sent to
Megan Dobney, 1 Camden Hill Road,
London SE19 1NX

We are crowdfunding on:
www.justgiving.com/crowdfunding/sylviastatue

The campaign website is
www.gn.apc.org/sylviapankhurst

Find us on
www.facebook.com/astatueforsylvia and
follow us on Twitter @sylviastatue

You can also donate on line at
<https://donorbox.org/a-statue-for-sylvia-pankhurst>

Contact us 01479 851 306 or 07952 771
451, philippa.clark@yahoo.co.uk or
megan@gn.apc.org

Top left, the maquette is scaled up in clay.
Next the mould is made, and above the clay
floor of placards

This page is intentionally left blank

Mary on the Green goals: a participatory memorial and an educational trust
<http://maryonthegreen.org/index.shtml>

Who was Mary Wollstonecraft?

- **The foremother of feminism:** *A Vindication of the Rights of Woman* (1792) was the first call for equality of the sexes in the English language. She argues women are capable of Reason; education and financial independence are key
- **An Enlightenment philosopher:** Nobel Laureate and Motg supporter Amartya Sen calls her “the most underestimated thinker of the C18th”
- **A political activist:** “She claims for women the right to share in the advantages of representation in Parliament, nearly seventy years before women's suffrage was heard of in the House of Commons.” Millicent Fawcett
- **An early human rights champion:** *A Vindication of the Rights of Men* (1790) demands human equality “Virtue can only flourish among equals”
- **An educational pioneer:** William Gladstone drew on her writings in his designs for state education
- **The world's first female war correspondent.** At personal risk she wrote on the French Revolution while living under the Reign of Terror

Mary Wollstonecraft is an **icon of social mobility**. She was a working single mum from a downwardly-mobile family. She survived domestic violence from her alcoholic father, and became the first woman to earn her living from writing.

What?

1) The participatory memorial will be in London's Newington Green, developing the area as a centre of historical significance. Wollstonecraft lived and worked here - a mixed community with areas of social deprivation. Unlike Westminster (bristling with monuments) this location would be particularly well served by the memorial, and draw in local people and school children.

2) The educational trust (Wollstonecraft Society, domain name registered) will provide original and inspiring teaching materials.

Why now?

She was airbrushed from history following the scandal that met her husband's biography. Her legacy was toxic for over a century. The Suffragist Millicent Fawcett acknowledged this injustice, describing her as a leader in “the battle.”

During 2018's centenary celebrations of the Representation of the People Act there will be heightened debate around the suffragette legacy: *it is critical that Wollstonecraft does not remain overlooked.*

What's next?

We already have extensive local and grassroots networks, council and planning support, and a vibrant events calendar of community outreach. We have developed an expanding list of influential supporters reaching across Europe, Asia and the Americas. We have local and national cross-party political support including commitment to maintaining a memorial. And we have raised almost a third of the money. Here's what's next:

- 1) Create secure supporters' database, launch regular Newsletter SEPTEMBER
- 2) Announce shortlist of artists OCTOBER
- 3) Energetic fundraising events THROUGHOUT 2018

Quotes:

"I do not wish [women] to have power over men, but over themselves."
A Vindication of the Rights of Woman, 1792

"It is necessary emphatically to repeat, that there are rights which men inherit at their birth.. We have only to cultivate our Reason."
A Vindication of the Rights of Men, 1790

"It is Justice not charity that is wanting in the world."
A Vindication of the Rights of Woman, 1792

"I am the first of a new genus!" (Letter to her sister)

"Nothing, I am sure, calls forth the faculties so much as the being obliged to struggle with the world." *Thoughts on the Education of Daughters*, 1787

"Every woman who wants to make an impact on the way this country is run – from the House of Commons to the pub quiz – has Mary Wollstonecraft to thank."
Professor Mary Beard, Motg supporter

"I thank you Miss W, may we long enjoy your esteem." John Adams US President 1797-1801

In 2012 we lit up Parliament with her image, this year a print of our iconic Stewy portrait became the first ever street art to enter the Government Art Collection



Agenda Item 6

Committee:	Date:
Culture, Heritage & Libraries	22 October 2018
Subject: Keats House Risk Management (registered charity number 1053381)	Public
Report of: Director Open Spaces	For Decision
Report Author: Gerry Kiefer, Business Manager	

Summary

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

The Department has previously reported on seven Departmental Risks. On 16 July 2018 The Open Spaces and City Gardens Committee received and agreed the Departmental risk management report which identified nine Departmental Risks

At Keats House there are four risks managed by the Principal Curator. Two are currently reported as amber and two as green. None of the risks are reported red.

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

Recommendation

Members are asked to:

- Note the Corporate risk scoring grid at Appendix 1
- Approve the Keats House risk register included within Appendix 2.
- Note the Keats House current and target risk grid at Appendix 3

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.

2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) and Divisional Risks by Divisional Management Teams on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Open Spaces Department reports is presented with relevant risk registers to fulfil this requirement.

Current Position

Keats House

4. There are four risks identified at Keats House. These are:

OSD KH 001	Health and Safety of staff, volunteers, visitors and contractors (green, score 4)
OSD KH 002	Theft or damage to Keats House or its contents (amber, score 8)
OSD KH 003	Insufficient maintenance (amber, score 8)
OSD KH 004	Loss of expertise (green, score 4)
5. There are currently two amber risks and two green risks. There are no red risks.
6. Three of the current risks scores have decreased since last reported:
 - OSD KH 001 from 8 (amber) to 4 (green)
 - OSD KH 003 from 12 (amber) to 8 (amber)
 - OSD KH 004 from 6 (amber) to 4 (green)
7. The target risk score for one of the risks is amber and for the remaining three they are green.
8. One target risks score has decreased:
 - OSD KH 004 from 4 (green) to 2 (green)
9. The detail of the individual risks is shown in Appendix 2. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

Corporate & Strategic Implications

10. The Departmental and Keats House risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:
 - Contribute to a flourishing society
 - Shape outstanding environments
 - Our spaces are secure, resilient and well maintained
11. The Departmental and Keats House risk registers reflects the risks associated with delivering the Open Spaces Department's Business Plans top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

12. The need to systematically manage risk across the Department and at a Divisional level for Keats House is addressed by the production of this Risk Register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Keats House risk register
- Appendix 3 – Matrix to show current and target risks using the Corporate Risk Scoring Grid

Gerry Kiefer, Open Spaces Department Business Manager

T: 020 7332 3517

E: Gerry.kiefer@cityoflondon.gov.uk

Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

Impact Criteria

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

Risk Scoring Grid

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

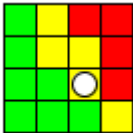
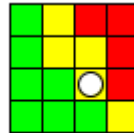

Risk Definitions

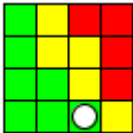
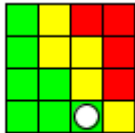
RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

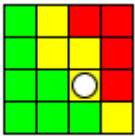
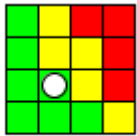

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

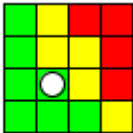
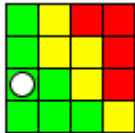

Appendix 2: OSD Keats House - All risks - detailed report

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 003 Insufficient maintenance 07-Apr-2017 Richard Gentry Page 27	Cause: Building deteriorates due to insufficient maintenance Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods. Impact: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure)	Likelihood  Impact	8	Current risk score has reduced. Surveys are underway and City Surveyors actively involved in identifying and resolving priority building issues. 25 Sept 2018	Likelihood  Impact	8	30 Sept 2019	 Decreasing
Action no	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD KH 003a	KH to continue developing relationship with CSD and attend, when necessary, client liaison meetings.	New Curator; Rob Shakespeare now in post. Rob Shakespeare attends Client liaison meetings. Most recent, meeting was 25/09/18. TAG survey carried. No urgent H&S risks have been identified. Surveys are in progress to establish current and future risks. City Surveyors actively involved in identifying and resolving priority building issues				Rob Shakespeare	25/09/18	30 Sept 2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 001 Health and Safety of staff, volunteers, visitors and contractors 07-Apr-2017 Bob Warnock	Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of divisional H&S audits; security; anti-social behaviour; dealing with members of the public Event: staff, volunteer or contract undertakes unsafe working practice Impact: Death or injury of staff, contract, member of public or volunteer	 Likelihood Impact	4	Likelihood of risk has reduced. 25 Sept 2018	 Likelihood Impact	4	30 Sept 2019	↓ Decreasing
Action no	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD KH 001 a	Keats House staff to be invited to attend divisional H&S meetings	Fire Risk assessment has now been completed and acted upon. Rob Shakespeare now in post. RS attends when possible the Divisional H & S meetings and feedbacks to staff. H & S is a standing agenda item for Keats House staff / volunteers. Review of RA's operation / activities needs to be completed by 31/12/18				Rob Shakespeare	25/09/18	30 Sept 2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 002 Theft or damage to Keats House or its contents 07-Apr-2017 Richard Gentry	Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events. Event: City of London are unable to open the property to the public to show items of interest due to theft of item or damage caused in effecting theft and necessity to carry out repair, or install new collection Impact: Loss of or damage to heritage collection items; loss of equipment or personal belongings; reputational damage	 Likelihood	8	No change to risk. 25 Sept 2018	 Likelihood	4	30 Sept 2019	 Constant
Action no	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD KH 002a	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	Continues to be managed by the Surveyors Dept. Defects are reported through the PSD and responded to. Security of the site and the collection is under constant review, alarm and CCTV contract is in place, maintained as part of the corporate contract. CWP includes upgrade to CCTV / Intruder Alarm System Emergency Action Plan has been reviewed by curator to include the Hampstead Heath Divisional Team and the Hampstead Heath Constabulary.				Rob Shakespeare	25/09/18	30 Sept 2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD KH 004 Loss of staff expertise 07-Apr-2017	Cause: Staff move on to new roles Event: Keats House staff not experienced in collection, unable to offer positive visitor experience. Impact: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues	 Likelihood Impact	4	Current and target scores have reduced. New curator in post and processes and procedures being reviewed to ensure improve business continuity Keats House has already recruited a pool of casual staff to assist with covering staff absence. 25 Sept 2018	 Likelihood Impact	2	30 Sept 2019	 Decreasing
Action no	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD KH 004a	All interpretation staff to be familiarised with the collection to ensure retention of collections-related knowledge	This is ongoing Collections catalogue is in place, staff have access to appropriate information that is in their care. Changing exhibitions provide opportunity to refresh knowledge of specific objects for display. Review of processes and procedures to ensure business continuity is maintained.				Rob Shakespeare	25/09/18	30 Sept 2019
OSD KH 004b	Improved collections management system to be purchased	This project needs further consideration as a procurement exercise / needs of the business to be assessed.				Rob Shakespeare	25/09/18	30 Sept 2019

Appendix 3 - Matrix to show current and target risk scores on Corporate risk scoring grid											
Keats House - Current risk score											
Likelihood											
Likelihood											
Keats House - Target risk score											
Likelihood											
Impact											
9											

- OSD KH 001 - Health and Safety of staff, volunteers, visitors and contractors
- OSD KH 002 - Theft or damage to Keats House or its contents
- OSD KH 003 - Insufficient maintenance
- OSD KH 004 - Loss of expertise

This page is intentionally left blank

Committee(s)	Dated:
Culture Heritage and Libraries	22 October 2018
Subject: Keats House Performance 2017/18 (registered charity number 1053381)	Public
Report of: Director of Open Spaces	For Information
Report author: Gerry Kiefer, Business Manager	

Summary

Keats House has performed well over the last year, during a period of transition, and was able to transfer £28k into its reserve fund. The number of people visiting the House continued to grow and this contributed to an increase in income from admissions, retail and hire income. Keats House continues to deliver an engaging events programme and enjoy the support of volunteers and stakeholders, which together add to the quality of the visitor experience and help achieve departmental and corporate outcomes.

Recommendation

Members are asked to note this report

Main Report

Background

1. The Open Space's Departmental Business Plan for 2017-18 was approved by your Committee in May 2017. The Business Plan reflected the Departmental vision which was to "Protect our treasured green spaces for people and wildlife and ensure our outstanding heritage assets are protected, accessible and welcoming".
2. The vision for this service, as laid down in its charitable objectives, is *'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre'. This together with the Department's vision and objectives inform and direct the work of the service.*

Year end position

3. Appendix 1 of the 2017/18 Business plan identified a number of key actions that would help the Department deliver its objectives. Below are the two main actions that related specifically to Keats House and the progress that was made during 2017/18.

Action to deliver objective	Detail	Key Milestones	Measures of Success	Progress made in 2017/18
Develop sustainable income generation opportunities at Keats House	Assess and deliver new income opportunities at Keats House	<ul style="list-style-type: none"> Obtain premises licence in 2017/18 Evaluate and develop private hire offer in 2017/18 Develop retail merchandise 2017/18 Develop members and patrons offer and evaluate scope for gala fundraising events 2018/19 	Increased external income	<ul style="list-style-type: none"> The new Principal Curator was appointed in March 2018 and is reviewing the draft premises licence application and local engagement feedback prior to submitting the final application to LB Camden. Income derived from private hires was maintained through a range of regular and one-off hires to organisations and individuals. Retail offer developed with new lines introduced, resulting in strong revenue growth. Members and patrons offer maintained and review to take place in 2018/19 to follow new Principal Curator appointment and bicentenary tie-in.
Continuously develop the visitor experience at heritage attractions in terms of content, processes, technology and customer service	Process of evaluation and continuous improvement of the visitor experience at our heritage locations	<ul style="list-style-type: none"> Deliver a marketing strategy for Keats House and secure marketing resource 2017-18 Review and refresh interpretation displays at Keats House 2019/20 Major programme of events and activities for Keats anniversaries 2020-2021 	Visitor numbers and feedback	<ul style="list-style-type: none"> Marketing strategy not developed pending appointment of new Principal Curator. New exhibition introduced, along with rolling review / refresh of objects on display and interpretation. Programme of events delivered for 2017/18 with development of programme for Keats anniversaries initiated.

Key achievements in 2017/18:

- In addition to progressing the actions listed above the following key activities were delivered:

Grant funded projects

- A grant of £58,500 was secured from Camden Local Community Infrastructure Levy (CIL), to fund access improvements to the grounds and visitor facilities. An architect was appointed to develop plans and submit a planning application. Initial proposals were developed and shared with the Keats House Consultative Committee prior to the departure of the Principal Curator.
- A grant of £2,800 was awarded by the Keats Foundation to deliver a programme of free public workshops and open mic performances led by the Keats House

Poets. The programme commenced in January 2018 and continues until March 2019.

Staffing

7. A new Principal Curator joined Keats House in March 2018.
8. A Customer Service Apprentice was appointed. This is a new fixed-term role centrally funded by the City of London for 14 months.
9. A new Information Officer has been appointed.
10. Casual staff have been recruited to assist with private hire and covering staff on leave.

Exhibitions

11. A new special exhibition, 'Keats and Milton: Paradise Lost' opened in December 2017. The exhibition celebrates the 350th anniversary of the publication of this seminal work and uses Keats's personally annotated copy, to demonstrate how Milton influenced Keats. The exhibition is on display until autumn 2018.

Events

12. During 2017-18 Keats House programmed 92 public events, attracting 4,795 people. The majority were delivered in partnership with literary, academic or community organisations. Highlights included:
 - A programme of events curated by Poet in Residence Hannah Lowe, including a residency launch on Burns Night and a workshop on the theme of neighbourhoods.
 - Our 'Late Night Keats' programme allowed visitors to experience the House and poetry in a uniquely atmospheric context, whilst also generating income to support the wider public programme.
 - A wide range of emerging and established poets performed their work at Keats House, in partnership with Templar Poetry, and through independently organised events – including a celebration of International Women's Day curated by Jo Shapcott.
 - Keats House took part in Open House London 2017 and was visited by over 1,000 people on the weekend of 16 – 17 September.

Formal Education

13. A part time Education Officer continues to co-ordinate, deliver and support tours and group visits to Keats House and Gardens for a range of educational organisations. In 2017/18, 624 primary school students, 934 secondary school students and 438 higher education students visited in organised groups.

Accreditation

14. Keats House was awarded Full Accreditation by Arts Council England in September 2017. 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 re-display and strong visual merchandising

were noted as positive developments during the assessment and at the Panel meeting.”

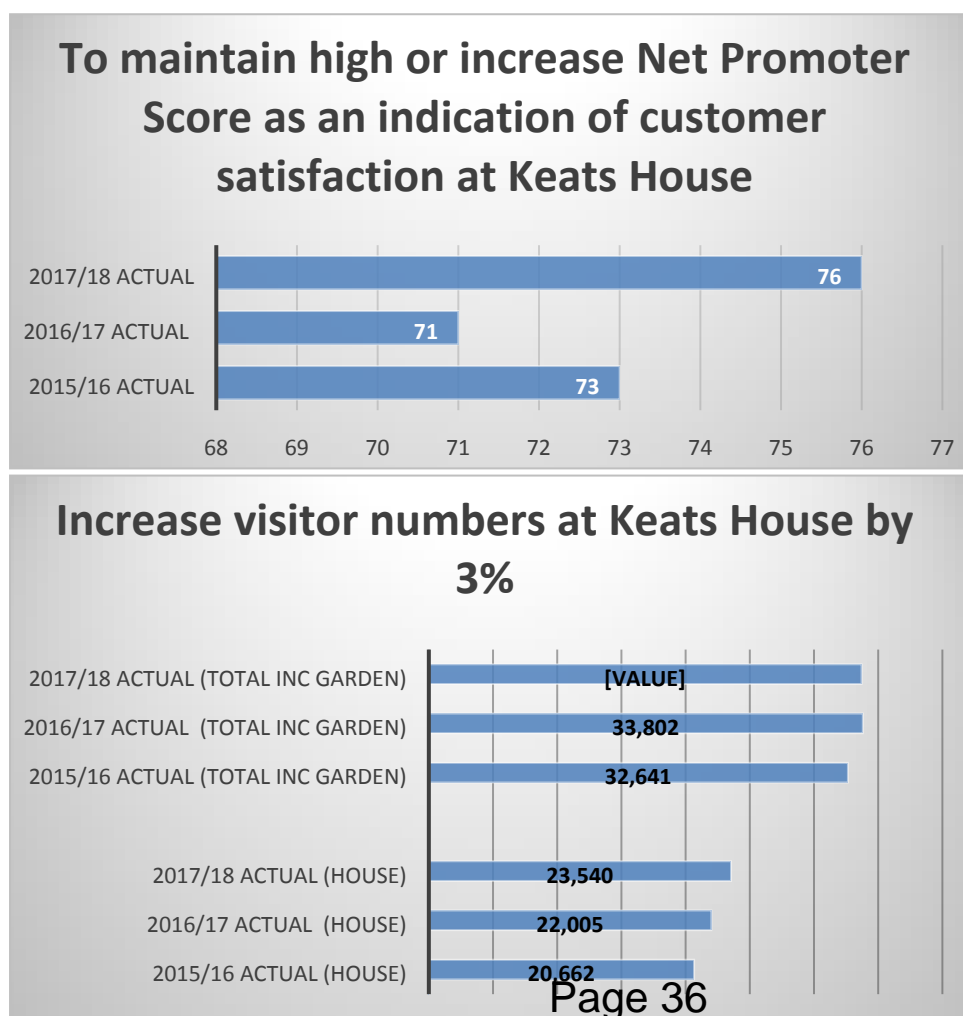
Performance Measures against 2017/19

15. The Business Plan identified three specific indicators for Keats House. Two targets were achieved, and one was very closely missed (less than 1%).

Description - KEATS HOUSE	2017/18 Performance Target	2017/18 Actual (annual)
To maintain high or increase Net Promoter score as an indication of customer satisfaction at Keats House	>73	ACHIEVED 76
Increase visitor numbers at Keats House by 3%	House 22,500 Total inc garden estimate: 34,000	MISSED House 23,540 Total inc garden estimate: 33,705
Increase revenue through retail and private hire by 5% at Keats house	Retail: £7,000 Hire: £19,000	ACHIEVED IN TOTAL Retail: £9,186 Hire: £16,925

Performance Comparison

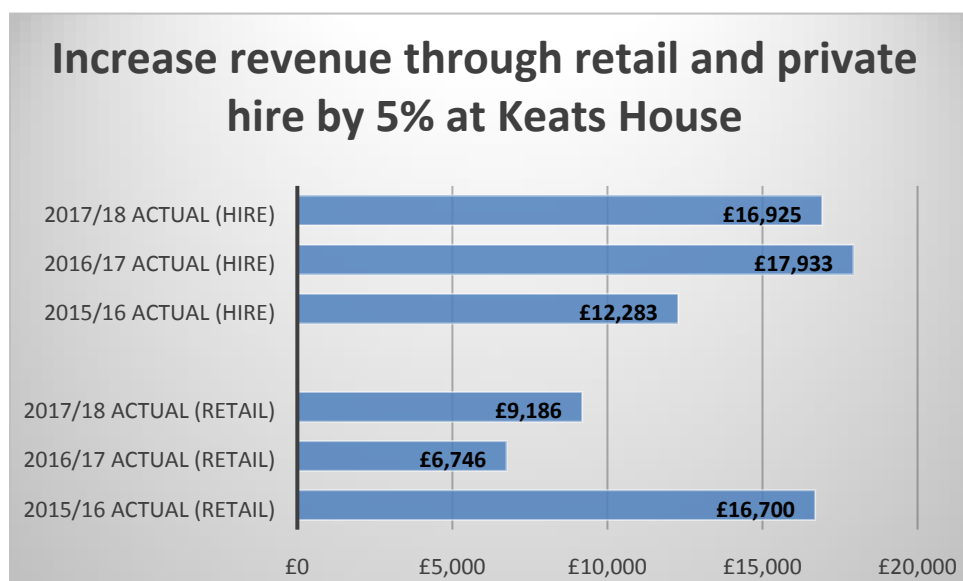
16. As well as reviewing performance against targets it is useful to consider how Keats House has performed over recent years. The graphs below show performance against these targets over the last three years:



Commentary: Net Promoter Score is a measure of customer loyalty, calculated by deducting the number of detractors from active promoters. Higher score reflects high level of visitor satisfaction with their visit to the House, supporting qualitative data and positive feedback received from most visitors.

Commentary: Visits to the House itself continue to grow inline with performance indicator targets, reflecting the continuing popularity of this cultural asset. Visits to the garden are subject to factors beyond the direct influence of officers and harder to accurately measure / evidence. Principal Curator would

recommend visits to House number is more significant guide to performance.



Commentary:
Overall revenue grew at a rate above the performance indicator set (5%). Growth in retail income reflects increased visitor numbers and spend / head. Small fall in private hire actual due to limited staff capacity during 2017-18. [N.B. High retail actual in 2015/16 due to new retail offer adopted in that year.]

Implications

17. Finance: The table below shows the income and expenditure 'budget' and 'year end outturn' for Keats House. The expenditure figures include the transfer of £28,077.23 which was made in to the Keats House reserve fund.

	Expenditure budget £	Outturn expenditure £	Income budget £	Outturn Income £	Total net budget £	Net outturn £
Keats House	331,000	332,641	120,000	121,641	211,000	211,000

Corporate & Strategic Implications

18. The 2017/18 Business Plan report (May 2017) showed how the Department contributed to the previous Corporate Plan; particularly in relation to strategic objectives:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation

19. Keats House particularly helps to achieve the 2018-2023 Corporate Plan's aims to:

- Contribute to a flourishing society
- Shape outstanding environments

Conclusion

20. Keats House continued to deliver against high level performance objectives in terms of increasing revenue and increased visitor numbers and satisfaction. Some key milestones were not fully achieved, due to departure of Principal Curator from November 2017 with new appointment joining in March 2018, but the service continues to support Corporate aims.

Appendices

None

Background Papers

Open Spaces Business Plan 2017/18 – CHL Committee, 30 May 2017

Gerry Kiefer

Business Manager, Open Spaces Department

T: 020 7332 3517

E: Gerry.kiefer@cityoflondon.gov.uk

Agenda Item 8

Committee:	Date:
Culture, Heritage & Libraries	22 October 2018
Subject: Tower Bridge (registered charity number 1035628) and Monument Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Gerry Kiefer, Business Manager	

Summary

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

The Department has previously reported on seven Departmental Risks. On 16 July 2018 The Open Spaces and City Gardens Committee received and agreed the Departmental risk management report which identified nine Departmental Risks

There are nine risks managed by the Head of Tower Bridge and Monument. Five are currently reported as amber and four as green. None of the risks are reported red.

Your Committee is responsible for Tower Bridge, a registered charity, part of the Bridge House estate (number 1035628). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to:

- Note the Corporate risk scoring grid at Appendix 1
- Approve the Tower Bridge & Monument risk register included within Appendix 2.
- Note the Tower Bridge and Monument current and target risk grid at Appendix 3
- Approve the removal of the 'green' risks from future risk reports to this committee as proposed in paragraphs 7 and 8.

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) and Divisional Risks by Divisional Management Teams on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Open Spaces Department reports is presented with relevant risk registers to fulfil this requirement.

Current Position

Tower Bridge & Monument

4. There are nine risks identified across Tower Bridge and the Monument. These are:
 - OSD TBM 001: The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument (amber, score 12)
 - OSD TBM 002: Loss of IT Systems at Tower Bridge and The Monument (green, score 2)
 - OSD TBM 003: Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure (green, score 1)
 - OSD TBM 004: Bridge Lifting Operation may fail or become unreliable (amber, score 6)
 - OSD TBM 005: Ability to Host School Groups (green, score 1)
 - OSD TBM 006: Facilities Management Maintenance Response Times (amber, score 6)
 - OSD TBM 007: Closure of Tower Bridge to Vehicle and Pedestrian Access (amber, score 6)
 - OSD TBM 008: Income and Service Delivery Affected by Pandemics e.g. flu (green, score 4)
 - OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 6)
5. There are currently five amber risks and four green risks. There are no red risks. None of the current risk scores have increased or decreased since last reported.
6. The target score for five of the risks is amber and for the remaining four they are green. None of the target scores have increased or decreased.

Proposal

7. It is proposed that the following four risks are removed from future Committee reports. The current risk score for all of these is 'green' and the target risk score

is green. In three of the four risks the current and target score are the same. Details regarding these risks are included in appendix 2.

8. These risks will continue to be monitored and assessed by the Tower Bridge and Monument management team. If there are any changes which result in an amber or red assessment their reporting will be reinstated.

Risk	Reason for removal from reported risk register
OSD TBM 008 Income and service delivery affected by pandemics e.g. flu	Current risk is green (4) Target risk green (4). The service is unlikely to be able to further reduce the current score as the risk, even though low, is constantly present and as such the target risk score is the same as the current score
OSD TBM 002 Loss of IT systems at Tower Bridge and Monument	Current risk is green (2) Target risk green (1). A new cloud-based Epos system went live in 2018 which will significantly improve resilience and reliability for sales and admissions moving forward.
OSD CC 003 Main Towers passenger Lifts – Prolonged unavailability due to mechanical failure	Current risk is green (1) Target risk green (1). The Towers lifts are part of the planned maintenance programme managed by the City Surveyor. The current and target scores are the lowest possible on the risk matrix and no identified additional actions will reduce this risk further.
OSD CC 003 Ability to Host school groups	Current risk is green (1) Target risk green (1). Works are due to commence shortly to create additional space for school groups. The current and target scores are the lowest possible on the risk matrix and no identified additional actions will reduce this risk further.

Corporate & Strategic Implications

9. The Departmental and Tower Bridge & Monument risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:
 - Contribute to a flourishing society
 - Shape outstanding environments
10. Within which they will help deliver the outcomes:
 - People are safe and feel safe
 - People have equal opportunity to enrich their lives and reach their full potential
 - We inspire enterprise, excellence, creativity and collaboration
 - Our spaces are secure, resilient and well maintained
11. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business Plan's top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

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

Appendices

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Tower Bridge and Monument risk register
- Appendix 3 – Matrix to show current and target risks using the Corporate Risk Scoring Grid

Gerry Kiefer, Open Spaces Department Business Manager

T: 020 7332 3517

E: Gerry.kiefer@cityoflondon.gov.uk

Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

Impact Criteria

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

mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

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

Risk Definitions

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

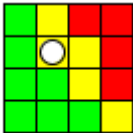
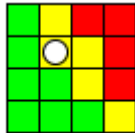

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

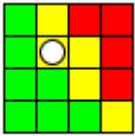
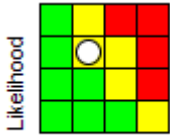

Appendix 2 - OSD Tower Bridge and Monument

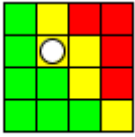


Generated on: 20 September 2018

Rows are sorted by Risk Score

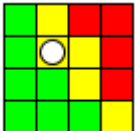
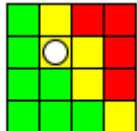

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood Impact	12	No change to current position and Tower Bridge reacts to any events/ threats as necessary and in consultation with the City's Security Advisory Board. 18 Sep 2018	 Likelihood Impact	12	31-Mar-2019	 Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.				Chris Earlie	19-Sep-2018	31-Dec-2018
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board.				Chris Earlie	19-Sep-2018	31-Dec-2018
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues. Security Awareness Training provided to all staff on site.				Chris Earlie	19-Sep-2018	31-Dec-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 004 Bridge Lifting Operation may fail or become unreliable 10-Mar-2017 Chris Earlie	Cause: Operational machinery failure. Event: Inability to raise or lower Tower Bridge. Impact: Severe road traffic congestion if bridge cannot be lowered. Unable to fulfil statutory duty to raise bridge to booked vessels.	Likelihood  Impact	6	Planned maintenance regimes are in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors. 19 Sep 2018	Likelihood  Impact	6	31-Dec-2018	 Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 004a Maintenance Regimes	Maintain existing controls with increased maintenance inspections on lifting machinery and hydraulic systems. Replacement of certain components have been delivered in 2016/17.	An agreed programme of bridge closures for essential maintenance has been put in place with DBE which occurs quarterly and allows for detailed inspections/ condition surveys to be undertaken. This further informs the planned maintenance programme and identifies any significant issues with the bridge operational components which cannot be inspected without the necessary closure. Planned maintenance regimes are also in place.				Chris Earlie	19-Sep-2018	31-Dec-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 006 Facilities Management Maintenance Response Times 10-Jun-2016 Chris Earlie	Cause: Slow response times to FM service requests. Event: Assets not repaired or replaced in a timely manner. Impact: Lack of timely repairs could affect income generation through having to close or inability to hold events due to issues with heating as an example.	 Likelihood Impact	6	New contract in place with Skanska managed by City Surveyor and any issues fed back to the service desk and investigated by PFM. 19 Sep 2018	 Likelihood Impact	6	31-Dec-2018	 Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 006a Updated Asset Registers	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset Registers have not been uploaded onto MICAD.					19-Sep-2018	31-Dec-2018
OSD TBM 006b Engagement with FM processes	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	Open Spaces has reps on the BRM Working Group and Client Liaison Meetings held regularly with City Surveyors.					19-Sep-2018	31-Dec-2018
OSD TBM 006c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	Staff liaise with the City Surveyor's Property Service Desk and raise any urgent issues with their Property Facilities Manager.					19-Sep-2018	31-Dec-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access 13-Mar-2017 Chris Earlie	Cause: Incident on or around Tower Bridge. Event: Closure of bridge to staff, public and vehicles. Impact: Unable to open exhibition, hold events, no bridge lifts and closure to road traffic.	 Likelihood Impact	6	Continued liaison with all authorities and 24/ 7 control room monitors all activities on the Bridge. Unforeseen closures are dealt with as they occur and contact immediately made with Police/ TfL as necessary in order to limit impact on operations 19 Sep 2018	 Likelihood Impact	6	31-Dec-2018	 Constant

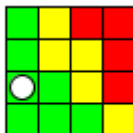
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 007a Close Liaison with Police and PLA	Continued communication/ liaison with Police and PLA is maintained during any closure or any proposed planned closures.	Regular contact is maintained with all authorities as part of business as usual.				Chris Earlie	19-Sep-2018	31-Dec-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets 18-Mar-2017 Chris Earlie	Cause: Any event or incident which may affect the economy abroad or at home. Effect: Lack of foreign visitors to the UK. Impact: Loss of income and possible impact on events business.		6	Tower Bridge will respond as necessary based upon information from the tourism industry, however, as a visitor attraction we are dependant on customers and our marketing activities will be targeted accordingly. 19 Sep 2018		6	31-Dec-2018	 Constant

Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 009a Monitor Related Industry Sources	Maintain communications within the industry and trade associations who report trends and areas of any concern.	Maintain communications within the industry and trade associations who report trends and areas of any concern.				Chris Earlie	19-Sep-2018	31-Dec-2018

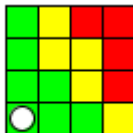
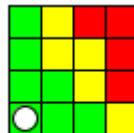

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
--------------------------------------	---	-----------------------------	--	--------------------------------	----------------------------	--	-------------	-------------------------------------

OSD TBM 008 Income and Service Delivery Affected by Pandemics eg. flu 13-Mar-2017 Chris Earlie	Cause: Pandemic (flu etc). Effect: May affect staff attendance as well as visitor numbers to the exhibition and private events. Impact: Closure of exhibition, unable to hold events or carry out bridge lifts resulting in reputational and financial damage.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	4	No change.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	4	31-Dec-2018	<div><div></div></div> <
---	--	---	---	------------	---	---	-------------	---

Page 10	Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
	OSD TBM 002 Loss of IT Systems at Tower Bridge and The Monument 31-Mar-2016 Chris Earlie	Cause: City of London network of wi-fi failure. Effect: Loss of electronic processing systems. Impact: Possible closure of exhibition and loss of information for exhibition/ event/ security and operations.	 Likelihood Impact	2	No change. 				

OSD TBM 003 Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure 10-Mar-2017 Chris Earlie	Cause: Complete failure of one of both lifts. Event: Lifts are taken out of service. Impact: Visitors and event clients as well as contractors would have to use the stairs which could dissuade use of Tower Bridge and affect income.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	1	Both lifts within the Tower are included within the Bridges maintenance plan and receive regular servicing as well as replacement parts as per agreed programme managed by the City Surveyor.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	1	31-Dec-2018	<div><div></div></div> <
--	---	--	---	---	--	---	-------------	---

Page 19

Risk no, Title, Location date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 005 Ability to Host School Groups 01-Apr-2016 Chris Earlie	Cause: High demand for school group visits. Effect: Unable to accommodate due to adequate space/facilities. Impact: Tower Bridge unable to meet its education provision and therefore reputation and image likely to be affected.	<div>Likelihood</div> <div></div> <div>Impact</div>	1	The project to provide a new floor for an improved facility in the south tower commenced in August and is likely to be completed in December. 19 Sep 2018	<div>Likelihood</div> <div></div> <div>Impact</div>	1	31-Dec-2018	<div></div> Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 005a Investigate Alternatives	Investigate possibility of introducing additional floor within north or south tower.	The project to provide a new and improved facility in the south tower to accommodate school groups commenced in August and is scheduled to be completed in December.				Chris Earlie	19-Sep-2018	31-Dec-2018

Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision Police Committee – For Decision Policy and Resources – For Decision	22/10/2018 01/11/18 15/11/18
Subject: City of London Police Museum: clarification of governance arrangements	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director; and Ian Dyson, Commissioner, City of London Police	For Decision
Report author: Nick Bodger, Head of Cultural and Visitor Development;	

Summary

On 7 November 2016, a new City of London Police Museum opened within Guildhall Library. Supported by a £90,000 grant from the Heritage Lottery Fund (HLF), a major reinterpretation of the collection and space was undertaken. The Museum has become a valuable addition to the already-significant heritage offer at Guildhall, opening to a strong and favourable press, with visitor numbers totalling 26,827 in its first year and education and events programmes engaging a further 3,279.

At the time of opening, no clear arrangement for the division of governance of the Museum between relevant Committees was articulated and it remains absent from any Committee's terms of reference.

This report seeks to formalise governance of the Museum assigning its business strategy, and the cost of staffing and space to the Culture, Heritage and Libraries Committee, with ownership of the Museum collection assigned to the Police Committee. Furthermore, it seeks delegated authority for the Assistant Town Clerk and Culture Mile Director, and the Commissioner, City of London Police, to assume oversight of the day-to-day running of the Museum, re-establishing the cross-departmental officer Board (that was originally formed to ensure HLF funding requirements were met in full) to manage operations.

Recommendation(s)

Members of the Culture, Heritage and Libraries Committee and the Police Committee are asked to:

- Agree the governance structure outlined in this report, namely that the business strategy for the City of London Police Museum and the cost of the staffing, accommodation and business operations sit under the governance of the Culture, Heritage and Libraries Committee for a period of three years (until 14 November 2021); and that ownership of the Museum collection, and costs pertaining to its rotation within the Museum and its conservation, as well as

the recruitment of volunteers for Museum business, fall under the governance of the Police Committee.

- Subject to approval of the above, approve delegated authority to the Assistant Town Clerk and Culture Mile Director for the management and staffing of the Museum, and to the Commissioner, City of London Police, for the management of the Museum collection.
- Subject to the approval of both recommendations above, approve the re-establishment of the officer-led Museum Board (with representation from both departments) to manage the day-to-day running of the Museum under the delegated authority proposed, noting major projects, expenditure, or changes to the running of the Museum business will be referred to the relevant Committee(s) through the delegated Chief Officers, as appropriate.

Members of the Policy and Resources Committee are asked to:

- Ratify the decisions of the Culture, Heritage and Libraries Committee and the Police Committee in regard to the division of governance for the City of London Police Museum so that they may be included within the respective Committees' terms of reference.

Members of the Culture, Heritage and Libraries Committee are also asked to:

- Approve commercial hire fees being waived for the City Police should they wish to use the Museum space for a private reception or tour, noting that for out-of-hours use, any costs incurred will need to be recovered from the City Police.

Main Report

Background

1. On 7 November 2016, a new City of London Police Museum opened within Guildhall Library (in the space previously occupied by the Clockmakers' Museum). Relocating from its original home in Wood Street Police Station, the move enabled significantly-increased public access to the Museum's collection through the five-to-six-days-a-week opening hours of the Library.
2. Supported by a £90,000 grant from the Heritage Lottery Fund (HLF), a major reinterpretation of the collection and space was undertaken as part of the move. This received a significant and favourable press, with visitor numbers in the Museum's first year of operation totalling 26,827, and education and events programmes engaging a further 3,279.
3. The Museum has become a valuable addition to the already-significant heritage offer at Guildhall and is promoted under its Guildhall Galleries umbrella brand.
4. Until 21 August 2018, the Museum's operations were largely governed by the requirements of the HLF funding – this included the establishment of a Board of

officers from both the City Police and Guildhall Library who were tasked to ensure all terms and conditions were met and reported appropriately. That agreement has since expired.

Current Position

5. At the time of the move, no clear arrangement for the division of governance of the Museum between relevant Committees was articulated and it remains absent from any Committee's terms of reference. That said, the Museum collection was, and remains, in the ownership of the Police Committee and the costs of the Guildhall Library space and its staff (who manage(d) the Museum business) were, and continue to be, met by the Culture, Heritage and Libraries Committee.
6. Following the departure of the Head of Guildhall and City Business Libraries in April this year, responsibility for the City of London Police Museum business was transferred to the Head of Guildhall Galleries (previously Head of Guildhall Art Gallery and London's Roman Amphitheatre). Requisite staffing and a small budget for marketing and promotion were also moved.
7. A draft document outlining the operational arrangements between departments, namely the Town Clerk's Department (under which Guildhall Galleries sits) and the City Police, has been drawn up. The document proposes to re-establish the Board with officer representation from both services, to enable efficient and effective day-to-day management of the Museum.

Proposals

8. As 'owner' of the space in which the Museum sits and provider of its staffing and operations budget, it is proposed that the Culture, Heritage and Libraries Committee assume governance for the Museum's business strategy, delegating authority to the Assistant Town Clerk and Culture Mile Director for:
 - a. The management and maintenance of the Museum space
 - b. The management of the Museum business
 - c. The staffing of the Museum business
 - d. The promotion of the Museum business
 - e. The hire of the Museum space and any charging (retaining all income)
9. For clarity, this proposal is not intended to formalise any transfer of ownership or liability for these aspects of the business to the Police Committee or the Commissioner, nor of the funding that the Culture, Heritage and Libraries Committee provides in support of them. However, for use of the space by the City of London Police (for private tours or events) outside of core opening hours, it is proposed that the Assistant Town Clerk and Culture Mile Director be permitted, under delegated authority, to waive charges reserving the right to recover any costs for security and/or any other expense incurred as a result of such a booking.
10. As owner of the City of London Police Museum collection and the budget to conserve it, as well as the Museum brand (excluding the Guildhall Galleries

brand), and with the City of London Police's access to a volunteer pool that may support Museum business, it is proposed that the Police Committee assume governance of the collection, delegating authority to the City of London Police Commissioner for:

- a. The management and rotation of the Museum collection within the Museum space
 - b. The conservation of all items within the Museum collection
 - c. The use of any items within the Museum collection for PR or other purposes
 - d. The supply and management of volunteers in support of the Museum business
11. For clarity, this proposal is not intended to formalise any transfer of ownership or liability for any items provided for use at the new Museum to the Culture, Heritage and Libraries Committee. It is further acknowledged that the decision to supply or exhibit any materials in the collection to any party (within the City Corporation or external to it) rests with the City of London Police Commissioner under delegated authority.
12. It is proposed that governance of the City of London Police Museum as described above be assigned to the Police Committee, and for three years, until 14 November 2021, to the Culture, Heritage and Libraries Committee, noting that the Culture, Heritage and Libraries Committee (as temporary custodian of the Museum's home) may relinquish governance when the Museum considers options for a more permanent setting (this is likely to be when plans for the new Museum of London and Fleet Bank House have been significantly advanced or realised).
13. Furthermore, it is proposed that the Museum appear in the terms of reference for both Committees as detailed.
14. Subject to delegated authority being granted to the Assistant Town Clerk and Culture Mile Director and the City of London Police Commissioner as detailed above, it is proposed that the officer Board is re-established to manage business as usual and to take relevant decisions about the Museum to ensure its ongoing success as a visitor attraction and education resource.
15. To manage business as unusual, be that decisions relating to major projects, expenditure, or changes to the running of the Museum business, it is proposed that the Board, through its respective Chief Officers, shall defer to the relevant Committee(s) as per the division of governance laid out above.

Corporate & Strategic Implications

16. The City of London Police Museum has and continues to deliver against the City Corporation's Corporate Plan 2018/23, aligning with the aim to "shape outstanding environments", specifically delivering against outcome 10, action d "we will protect, curate and promote world-class heritage assets, cultural experiences and events".

Implications

17. There are no new financial or HR implications relating to this proposal in that resource for all elements of the service are provided within existing local risk budgets and staff quotas.

Conclusion

18. The City of London Police Museum plays a significant and valuable part in the heritage offer at Guildhall. Its move from Wood Street to the Guildhall Library has increased access to its collection and helped build knowledge and the good reputation of the City of London Police and the City Corporation (as a respected provider of heritage attractions).
19. No City Corporation Committee has the Museum cited in its terms of reference and, as such, governance is assumed but not formalised. The provision of the Museum collection by the City Police and the accommodation of the Museum at Guildhall Library (staffed by the Guildhall Galleries team) suggests a bilateral solution with the Police Committee and Culture, Heritage and Libraries Committee working in partnership to govern the asset.
20. Enabling officers through delegated authority to manage the business-as-usual aspects of the Museum and re-establishing the officer Board to do this will ensure service delivery is collegiate and collaborative with the interests of both departments (and Committees) represented under a shared vision, so ensuring the Museum's continued success.

Appendices

- None

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s)	Dated:
Culture, Heritage and Libraries	22/10/2018
Subject: Cultural Services in Town Clerk's: celebrating diversity in our cultural programming	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For Information
Report authors: Nick Bodger, Head of Cultural and Visitor Development; and Geoff Pick, Director of London Metropolitan Archives	

Summary

This report summarises the work that has been undertaken in recent years by the Cultural Services teams in the Town Clerk's department to develop more inclusive and diverse programmes, working in partnership with many communities and individuals. It provides significant examples in a number of key areas but does not aim to cover every aspect of the teams work around diversity and inclusion.

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. At a meeting of this Committee in May 2018, Members discussed the City Corporation's cultural offer in the context of its inclusiveness and emphasised the need to ensure engagement and participation among the City's, and London's, diverse communities, in particular in and around Aldgate Square and the eastern area of the City.
2. This report outlines some of the key programmes delivered by the Cultural Services teams in the Town Clerk's department and how they have developed from a long-term commitment in this area. It has grouped information under service areas but it is acknowledged that these are not mutually exclusive and there are many crossover links throughout.
3. It should also be noted that this report does not cover every initiative undertaken, particularly in the area of formal and informal education, and that it does not cover matters such as physical infrastructure or staffing.

Current position: London Metropolitan Archives

4. London Metropolitan Archives (LMA) has led and hosted an annual LGBT+ archives and history conference since 2003 and has had a presence at the Pride

Festival since the same year; it also co-hosted the major international conference 'Without Borders' in 2016; was awarded in 2015-16 a major grant by the Heritage Lottery Fund (HLF) for its contemporary oral testimony (and award-winning) project 'Speak Out – Diversity City'; and is currently partnering with the London Borough of Haringey on an HLF funded Speak Out offshoot project.

5. In 2005, the archives of Jessica and Eric Huntley were deposited at LMA. The Huntleys are Guyanese-born campaigners, political activists and publishers, who have lived and worked in London since the 1950s and founded the publishing company Bogle-L'Ouverture Publications and the associated Walter Rodney Bookshop.
6. Since 2006, there has been an annual Huntley conference at LMA led by members of the African-Caribbean community and focusing on issues such as education, identity through the generations, and the arts and activism.
7. LMA has run a disability history conference, working with a range of disability organisations, for several years and, in 2017, was able to welcome as the keynote speaker Lord Blunkett, the former Home Secretary. It also offers multisensory tours for blind and visually-impaired visitors. It is currently exploring a major HLF bid with the Open University and the Rix Centre around learning disabilities.
8. Major recent projects for LMA have included Lottery-funded work on the archive of Cy Grant, the Guyanese actor, musician, writer and poet who was one of the first Caribbean RAF officers in the Second World War. It has also recently been awarded £108,000 by the Wellcome Trust to work on the archive of Mollie Hunte, one of the very few Black African Caribbean psychologists working with children in the Black community in the second half of the last century.
9. LMA and Guildhall Library have long established relations with London's Jewish community and LMA hold one of the largest collection of Anglo-Jewish archives in the UK, including the Office of the Chief Rabbi, the Board of Deputies of British Jews and World Jewish Relief. It also works actively with the community including participation in the European Days of Jewish Culture festival in 2017.
10. Guildhall Library has recently acquired the library of Evelyn Rose, the leading Jewish cookery writer and long-time columnist in the Jewish Chronicle.
11. LMA also partners frequently with organisations and communities wishing to celebrate their own culture and history in London and recent projects have included the Iranian Association, the Ming Ai Institute (Chinese community) and London Gypsies and Travellers.

Current position: Guildhall Art Gallery

12. Working with LMA, there was also a major Heritage-Lottery-funded exhibition at the Guildhall Art Gallery (GAG) in 2015-16 titled *No Colour Bar: Black British Art in Action 1960–1990*. The exhibition and its associated events programme took its impetus from the life and work of the Huntleys (see item 5) and celebrated

Black British cultural identities and heritage, and the creative voices of Black British artists struggling to have their voices heard. It was the first exhibition of its kind in the UK.

13. A year later, the GAG hosted the artwork *A Fighters' Archive* by Wijnand de Jonge which commemorated the contribution of the Black Women's Movement to the civil rights movement in London during the 1970s and 80s. The artwork was formed of 15 bronze fists, cast from women who were active within the Movement.
14. The GAG has also hosted a number of exhibitions on an LGBT+ theme:
 - *Fierce: Portraits of Young Black Queers* (2013), an exhibition of portraits by Ajamu X of a "...new generation of Black and proudly-out young, emerging and established talent"
 - *Money and Power* (2016), a photography competition and resulting exhibition delivered through the Gay Photographers Network which celebrated LGBT+ culture in the context of money and power
 - *Nature Morte* (2017/18), an exhibition about still life in contemporary art that explored LGBT+ narratives.
15. The GAG is currently working with History Oniks on an exhibition and associated events programme for Guildhall Yard during this autumn. *The British-Barbadian Nursing Revolution* (2018) explores the role of Bajan nurses within the NHS – one of the earliest pioneering professional groupings among the 'huddled masses'. The exhibition is both part of *Black History Month* and the *Women, Work and Power* programme.
16. For its 20th anniversary in 2019, the GAG is seeking to acquire four significant works for its collection, to go on permanent display. They include photographs from Liz Johnson-Artur, a Ghanaian-Russian photographer based in London. Documenting the lives of Black people from across the African Diaspora, Johnson-Artur will be the first female artist of mixed heritage to be represented in the permanent collection and the GAG will be the first public collection to acquire her work in the UK. A sculpture by Jamaican-born Modernist Ronald Moody is also to be acquired.
17. The GAG has an established relationship with the Islington Refugee Centre who regularly use the space as a welcoming and safe venue for workshops to encourage refugees to improve their English and communication skills and help boost their confidence in relating to and socialising with others.

Current position: Cultural and Visitor Development

18. Annual support (financial 2012-17, and in-kind 2018) has been given by Cultural and Visitor Development for the Mayor of London's Gigs programme, London's biggest busking competition which aims to support young musical talent from across the capital by providing performance platforms at iconic locations.
19. In-kind marketing support (expertise, collateral and campaign delivery) has been provided by the same team for the *Huguenots of Spitalfields* festival annually

since 2013. This month-long festival promotes public understanding of Huguenot heritage and culture in Spitalfields and beyond through tours, talks and events.

20. The team coordinates in-kind support from across the City Corporation for the Mayor of London's London Borough of Culture programme which is set to see Waltham Forest (2019) achieve the ambitious target of getting 85% of local households to participate in its programme (diversity is identified as a key strength of their bid); and Brent (2020) which will establish a new trust for delivering culture in the area with 50% of the trust's board being both from the local community and under the age of 30.
21. As part of its regular offer, the City Information Centre delivers a warm welcome to foreign language visitors in London, offering advice in 13 languages, including British Sign Language. International visitors represent about 65% of the total footfall, with 24% of customers aged 65 or over.

Current position: Outdoor Arts Programme / Guildhall Yard

22. Since April 2015, the Guildhall Yard's monthly lunch markets have attracted a growing crowd of City workers eager to sample the wide range of world cuisine served up; in July 2018, a one-off lunch market from Fat Gay Vegan (FGV), delivered in partnership with the City Centre as part of a wider initiative (*Mindful City*) tapped into FGV's 120k plus followers across Facebook, Twitter and Instagram, bringing a new audience to the Yard.
23. In 2016, the City Corporation engaged Artichoke to deliver *London's Burning* (marking the 350th anniversary of the Great Fire of London). As part of a list of aims, it sought to target disengaged young people who are vulnerable, excluded or at the risk of offending; unemployed young people, NEETs (young people Not in Education, Employment or Training); and schoolchildren in Camden, Hackney, Islington, Newham, Southwark and Tower Hamlets. Overall, the programme saw 18 primary schools' workshops; nine pre-engagement training sessions at local youth groups and employment centres; four CNC cutting workshops; 40 design cutting and construction workshops; 32 CSCS (Construction Skills Certification Scheme) trainees engaged; five Trainee Assistant Producer placements; and 356 volunteering opportunities.
24. The launch of the City's Outdoor Arts Programme in 2017 saw a programme of activities (*Londinium*) that explored the City's Roman past. The major "hero" piece was *Blood Rite* in Guildhall Yard which, working with Guildhall School students and Hip-Hop dance group Boy Blue Entertainment, delivered an audience comprising 21% aged under 24, 29% from ethnically diverse backgrounds and 38% City workers (an unusually large engagement for this group). Overall, the programme of 33 directly-commissioned events attracted an audience of which 33% were aged under 34 (a younger profile than the London population base which stands at 16%).
25. In 2017, working with the departments of Community and Children's Services, and the Built Environment, the Outdoor Arts programme co-financed and is supporting *Our Aldgate*, a pilot crowd-funding platform that will enable local

people to seek support and deliver events within Aldgate Square, drawing expertise from the programme's production staff.

26. Support of the London Games Festival's cosplay events in Guildhall Yard in 2017 and 2018 has seen significant interest from a youthful gaming audience with a 94% uplift in attendance across years and significant coverage in the world's most-read 'newspaper', Daily Mail Online.
27. The 2018 Outdoor Arts Programme celebrates women's rights and achievements under the banner *Women: Work and Power*. Comprising over 70 events, headlines include support for *Sculpture in the City* delivering an equal number of women sculptors as men for the first time in its eight-year history and the engagement of Artichoke to work with the communities of Middlesex and Mansell Street Estates to deliver a women-themed event in Aldgate Square in October – seeking their engagement on home turf, in a place where most feel comfortable.

Corporate & Strategic Implications

28. The work described above aligns with the City's Corporate Plan 2018-2023 under the overall aim to "Contribute to a flourishing society", and specifically delivers against Outcome 3 "people have equal opportunities to enrich their lives and reach their full potential".
29. This work also aligns with the City's Cultural Strategy 2018-2022 and in particular Objective 7 (Widening Audiences) in that it demonstrates how we "better promote our world-class cultural offer and use our wealth of outdoor spaces to widen our appeal to a more diverse audience, enabling communities in the City and beyond".

Conclusion

30. This report provides evidence of the wealth of initiatives and partnerships that Cultural Services are delivering to foster and promote inclusion and diversity. The examples highlighted indicate a firm long-term commitment and a robust basis on which to build and develop future programmes.

Appendices

- None

Geoff Pick

Director of London Metropolitan
Archives

T: 020 7332 3833

E: Geoff.Pick@cityoflondon.gov.uk

Nick Bodger

Cultural and Visitor Development
Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s)	Dated:
Culture, Heritage and Libraries – For Information	22/10/2018
Subject: City Information Centre: annual performance report and survey findings 2017/18	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For Information
Report author: Nick Bodger, Head of Cultural and Visitor Development	

Summary

This report provides a review of the City Information Centre's (CIC) performance for the last financial year (2017/18).

The Centre continues to perform well with 99% of users rating the staff as good or excellent, and 97% rating the quality of information the same in this year's annual user survey. Contrary to this, the Centre's mystery shopper evaluation delivered a score of 80% for the overall quality of the customer experience, a drop of 10% year-on-year. This decrease is not reflected in survey ratings and is further balanced by the award of a Trip Advisor Certificate of Excellence in 2017.

While this is a good news story, with footfall and sales at the same levels as last year (despite significant external factors impacting negatively on London's tourism performance overall), the Centre is highly dependent upon income and will struggle if external factors affect visitor numbers.

Recommendation(s)

Members are asked to:

- Note the report and survey findings

Main Report

Background

1. Since opening, the City Information Centre has served just under 4m 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.

2. 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 2017/18. This year is the second in which the saving has been realised.
3. Following numerous positive reviews, the CIC was recognised in 2017 with a Trip Advisor Certificate of Excellence.

Current position: footfall and income

4. Total footfall at the CIC for the financial year 2017/18 was 384,541. This shows a marginal decrease of 0.08% on 2016/17 and increases of 1.57% and 19% on 2015/16 and 2014/15 respectively. While the first quarter of 2017/18 showed significant promise, footfall declined significantly over the second quarter, only recovering in January 2018.
5. That there is little change to footfall figures compared to 2016/17 in a year that has seen some of the City's (and London's) attractions report significant declines is testament to the Centre's good standing in the marketplace and demonstrates its value as a vital information resource for visitors. In March 2018, *The Guardian* wrote:

"Rail problems, fears of terrorism, and the high cost of getting to and eating in London have contributed to a "flatlining" of tourism in the capital last year... The British Museum continues to be the most popular visitor attraction in the UK for the 11th year running, despite an 8% fall in numbers. Tate Modern was in second spot, down 3%, and the National Gallery was in third, down 16.5%."
6. Sales at the Centre for the 2017/18 reflected the same pattern. Despite the first quarter showing marked increases and April showing a 60% increase year-on-year, revenues declined from July onwards. Overall however, the Centre generated a total sales figure of £575,247 in 2017/18 (0.1% up on 2016/17); this delivered an estimated profit of £186,424.
7. This year (2018/19) shows small signs of growth with sales to date (August) at £317,497, an increase of 2% on 2017/18.
8. As well as retail sales, the CIC generates income from renting its leaflet racks, screens and counter space (foreign currency exchange), and through promotional "takeovers" that see the Centre's windows and counter covered in advertising for events and attractions from across the UK. The total collected from these activities in 2017/18 was £58,647. This year (2018/19), to date £65,390 worth of rental and takeover deals have been secured (an increase of 11%).
9. Against this backdrop and noting that the Centre has no surplus spend within its local risk budget now that the SBR savings have been realised, the Centre must meet any additional ad hoc expenditure from increased income. This year, it will need to replace its screen system which has begun to fail. This cost is estimated to be £30,000.

Current position: user survey

10. 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. Continuing the trend noted in 2017, the age of visitors was older than the year before. In 2018, 30% of all visitors were 65+, up from 24% in 2017. Whilst there was a small decline in the 55-64 group, a greater proportion of visitors were in the 45-54 and 35-44 groups, with significantly fewer in the 25-34 and 16-24 age groups. This is likely a reflection on changing behaviours, with younger audiences seeking visitor information online, most notably through social media recommendations;
- b. Again, following the 2017 trend, the number of visitors using the Centre while on day trips to London was up from 25% to 31%, which is balanced by a fall in hotel stays (and likely overseas markets). This is perhaps due to the weakness of the pound and reflects the trend of "staycationing" by domestic audiences.
- c. A significant 22% of all visitors stated that they were visiting the area specifically for the CIC. This represents a large increase on the 15% recorded in 2017 and no doubt reflects its growing value as central London's only official tourist information centre, driving visits to the City and supporting London's wider tourism offer;
- d. The Centre's support of the wider London visitor offer is also evidenced by the number of visitors getting information on places elsewhere in London which accounted for nearly one half (47%) of all visitor activities in the CIC (up 4% on 2017 and the CIC's highest score in this area yet);
- e. The number of visitors who have been to the Centre four or more times previously is also up (to 20% from 5% in 2017), with only 5% of overseas visitors having been four or more times previously compared to 47% of UK visitors. This likely reflects increased use of the CIC by local workers for information about what's on in the City/London and/or to exchange currency;
- f. Visitors to the CIC use TripAdvisor more than any other type of social media when planning their holidays (54%). This reflects the 2017 award by the online travel site which, following numerous positive customer reviews, saw the CIC recognised with a Trip Advisor 2017 Certificate of Excellence;
- g. In terms of visitor satisfaction, 68% of users rated the staff as excellent (down 2% on 2017) – with 99% rating them either excellent or good (up 2% on 2017). In addition 97% of users rated the quality of the information as excellent or good, down from 99% last year (but with an increase of 2% on the rating of excellent in this category). The overall 'Promoter' score for the CIC remained the same as in 2017 (8.9).

These results are contrary to the decline in scores seen for the mystery shopper exercise described below which saw decreases in quality of information and product knowledge; and

- h. Respondents gave a strong endorsement to the CIC with regards to it encouraging them to return to the City. Over two-thirds (70%) stated that it *Greatly* or *Slightly* increased their likelihood of re-visiting, with 83% of all visitors stating that their visit to the CIC had *Greatly* or *Slightly* enhanced their overall visit to London (slightly down on the 84% recorded in 2017).

Current position: mystery shopping

11. 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 80%, down from 90% last year;
 - b. Two members of staff scored 95%, a particularly high score (and up 2.5% on the Centre's highest score from last year);
 - c. No aspects of the Centre's service were considered inadequate or poor;
 - d. The highest scoring aspects were "enthusiasm of the staff in promoting the City of London area" at 90% (same as 2017) and "dealing with visitors with particular needs" at 87% (83% in 2017);
 - e. There was a significant increase in the score achieved for "up-selling" which saw 77% this year against 63% in 2017; and
 - f. A number of categories saw a decrease compared to 2017. Presentation of the centre, product knowledge, quality of information and overall quality were all down. The lowest scoring area was "presentation of the Centre and staff" at 67% (down from 90% in 2017).
12. This is the lowest overall score the Centre has achieved albeit it is still a very good mark. The main reasons for the decrease are the persistent high-scoring of the Centre in the past and an influx of new staff (reducing the product knowledge score), as well as a staff member having lost a name badge, and the busyness of the Centre preventing leaflet racks being replenished (decreasing the presentation score) and staff now wearing their own clothes rather than uniforms.
13. The good news is that the Centre achieved its highest ever mark in up-selling, demonstrating a significant effort by staff to realise the targets set for income generation following the efficiency savings that were realised last year and going forward.

Current position: supporting London and the nation

14. The Centre is London's only centrally-located tourist 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 London product knowledge. In 2017/18, the Centre has:
- a. Delivered the training modules for stewards, schools and other volunteers working at *The London Landmarks Half Marathon* (25 March 2018);
 - b. Agreed in-kind support for the London Boroughs of Waltham Forest and Brent during 2019 and 2020 promoting their respective Mayor of London's London Borough of Culture programmes;
 - c. Partnered with Visit Greenwich, hosting a stand at the 2017 World Travel Market;
 - d. Supported organisers of the biennial conference of the Commonwealth Nurses and Midwives Federation (CNMF) with visitor information packs;
 - e. Featured in London & Partners promotional film for the forthcoming London's Autumn season; and
 - f. Been selected as the official *Fantastic Beasts: Shine a Light* info hub this autumn, promoting the installation near to Millennium Bridge to raise awareness of the charity Lumos.

Corporate & Strategic Implications

15. 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.
16. The work of the Centre aligns with the City Corporation's Corporate Plan under its aim to support a thriving economy, in that it delivers against action 8a to "promote the City, London and the UK as attractive and accessible places to live, learn, work and visit".

Implications

17. The City Information Centre has secured a robust business model that continues to achieve its Service Based Review targets. However, London's tourism sector is fragile and the impact of Brexit, terrorism, rail issues and other external factors may take their toll on footfall which, in turn, will impact on the Centre's income. Further decreases are not something the Centre can sustain and it will be forced, in future years, to cut programmes if current upward trends do not continue.

Conclusion

18. 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.
19. Its staff have worked hard to achieve the savings targets set under the Service Based Review. Should the visitor figures fall in any significant way, the Centre will be vulnerable as there is no surplus in its local risk budget to plug any shortfall.
20. 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

- None

Background Papers

A copy of the full City Information Centre Visitor Survey Findings 2018 is available on request from the Assistant Town Clerk and Culture Mile Director.

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision	22/10/2018
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Assistant Town Clerk and Culture Mile Director	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 20 September 2018. At this meeting, the CAI considered the following proposals:

- 1. Roundhouse - 52 Lime Street:** a new permanent sculpture is proposed by the landowner for 52 Lime Street (application for public art on private land)
- 2. Ice Watch London:** an installation of a number of blocks of ice on Peter's Hill and in other City locations to raise awareness about the impact of climate change
- 3. The Fearless Girl:** Kirsten Visbal's Fearless Girl to be situated outside the London Stock Exchange for six months

The following application was considered by the CAI between meetings and declined:

- 1. Domestic David:** an art installation reimagining Michelangelo's David proposed for temporary installation in Paternoster Square

Recommendation(s)

Members are asked to:

- Ratify the City Arts Initiative's recommendations in relation to the above proposals as follows:
 - **Ice Watch London:** approve the proposed installation, noting that the number and location of the ice blocks must be agreed with your Highways Team; risk assessments and method statements must be provided to advise how meltwater will be dealt with in the event of run-off and of freeze/thaw; a procedure must be in place for the removal of the ice blocks if they have not melted by 21 December 2018; and there must be clearance of at least 2m around each block.

- **The Fearless Girl:** approve noting the need to ensure 2m clearance around sculpture
- **Domestic David:** decline as the proposal constitutes advertising even with logos and manufacturer name removed.

Main Report

Background

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. At your Committee in May this year, Members confirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee and the Chairman of the Sculpture in the City Partner Board should have permanent seats on the City Arts Initiative. Your Committee also elected Mrs Barbara Newman and Mr Jeremy Simons to serve on the CAI for the 2018/19 committee year.
3. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Current Position

4. The CAI met on 20 September 2018 to consider the proposals outlined below.
5. Full-colour visual representations of the proposed artworks are circulated electronically with this report and available in appendix 1. Full details of all the applications to the CAI are available on request from the Assistant Town Clerk and Culture Mile Director.

Proposals

Roundhouse: 52 Lime Street

6. The CAI received a proposal for placing a new sculpture on private land at 52 Lime Street.
7. This particular sculpture was selected for the juxtaposition it provides between the building and the plaza. The curving, circular lines stand in contrast to the sharp "scalpel" lines of the building and help to soften the entrance.
8. The sculpture is 4.77 x 4 x 3m and made of steel, sitting on a raised stone plinth.
9. The CAI may not recommend, and your Committee may not approve or decline applications for public art on private land. However, CAI members requested the following items be considered when the planning application is

reviewed: how the risk of the public climbing the sculpture may be mitigated; that sufficient pedestrian flow is allowed around the sculpture (at least 2m); that the height of the plinth be raised to avoid bikes being locked to its legs; and that consideration is given to wind turbulence in the tall buildings cluster.

Ice Watch London

10. The CAI received a proposal for the placement of 24 ice blocks measuring 1.5 x 1.5 x 3m and weighing 6-9 tons each to be placed on each side of Peter's Hill from 10 – 21 December 2018. Four additional ice blocks were proposed for private land at the Bloomberg headquarters on Queen Victoria Street.
11. The installation aims to inspire and empower public action against climate change. Acting like a physical timeline, *Ice Watch* embodies the passage of time and deterioration, making climate change an emotional, tangible experience.
12. The creator, Olafur Eliasson, is an internationally acclaimed artist. He has represented Denmark at the Venice Biennale and installed *The Weather Project* in the Turbine Hall of Tate Modern.
13. The artist is seeking sponsorship of the project from Bloomberg Philanthropy.
14. The ice blocks will be placed on a thin layer of gravel directly on the ground and will be illuminated by electrical totems specifically installed on site.
15. The CAI recommends that this proposal be approved subject to consultation with your Highways Team and production of satisfactory risk assessments and method statements that consider how meltwater will be dealt with in the event of run-off and of freeze/thaw; what procedure may be put in place for the removal of the ice blocks if they have not melted by 21 December 2018; and that clearance of at least 2m around each block is ensured.

The Fearless Girl

16. The CAI received a proposal for Kirsten Visbal's *Fearless Girl* to be situated outside the London Stock Exchange for six months from March 2019. Placement has been agreed with your Highways Team and Paternoster Square.
17. *The Fearless Girl* is a bronze sculpture of a young girl that celebrates the spirit of women who are taking charge today; it serves as inspiration for the next generation of female leaders. The placement of this statue in the City of London serves as a legacy of the Cultural and Visitor Development team's *Women: Work and Power* programme.
18. *The Fearless Girl* stands 130cm tall and weighs approximately 110kg. The statue will stand on a slightly raised plinth which will match the stone of the surrounding area.

19. The statue will require regular cleaning and this will be funded by the applicant (State Street) using the preferred supplier of the Paternoster Estate.
20. The CAI recommended that this proposal be approved subject to clearance around the sculpture of 2m.

Domestic David

21. The CAI received a proposal to place a reimagining of Michelangelo's David in Paternoster Square from 26-30 September 2018.
22. The application is made by PR agency Taylor Herring on behalf of their client with the aim of giving one of the world's most famous statues a tongue-in-cheek twist to inspire the public and reinvent classic statues for today's generation in a fun and light-hearted way.
23. The CAI recommended that this proposal be declined as it constitutes advertising.

Corporate & Strategic Implications

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

Conclusion

25. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 31 May 2018.

Appendices

- Appendix 1: CAI Images, 20 September 2018

Background Papers

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

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: nick.bodger@cityoflondon.gov.uk

Roundhouse – 52 Lime Street



Ice Watch London



The Fearless Girl



Domestic David



Committee(s)	Dated:
Culture, Heritage and Libraries – For Information	22/10/2018
Subject: Central Grants Programme – <i>Inspiring London through Culture</i> : recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For Information
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

The *Inspiring London through Culture* funding theme, which forms part of the Central Grants Programme (CGP), closed to applications in its fourth round since inception, on 20 July 2018.

Applications were assessed by a panel of expert officers and external assessors, as well as your Deputy Chairman, on 11 September 2018 following due diligence checks by the City's Central Grants Unit (CGU) which also oversees the scheme in consultation with the Chamberlain. This paper reports grant decisions following that meeting.

Recommendations

Members are asked:

- To note the grant decisions made by the panel under the *Inspiring London through Culture* funding stream, a part of the City Corporation's Central Grants Programme.

Main Report

Background

1. On 7 March 2016, your Committee delegated authority to the Town Clerk, in consultation with your Chairman and Deputy Chairman to agree the sub themes and eligibility criteria (see appendix 3) for the proposed grant giving theme of *Inspiring London through Culture*, subject to your Policy and Resources Committee approving that theme, which they agreed at their meeting on 19 May 2016.
2. Overseen by the City's Central Grants Unit (CGU), the grant assessment process for this and other themes in the programme draws on the Unit's expertise in the field of grant-making and demonstrates good practice.

3. Prior to grant applications being submitted to the panel, each individual application underwent a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria, this includes a financial assessment by the Head of Charity and Social Investment Finance within the Chamberlain's Department.
4. On 14 May 2018, your Committee agreed to delegate grant decisions for awards of £10,000 or less to the Assistant Town Clerk and Culture Mile Director in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee.
5. The panel met on 11 September 2018 comprising City Corporation officers: the Cultural and Visitor Development Director (chairman); the Business Manager, Open Spaces; the Director of Arts, Barbican; and the Strategic Partnerships Manager – Culture Mile, Barbican and Guildhall Creative Learning; external assessors: the Senior Cultural Strategy Officer at GLA; the Director, Content and Channels at London & Partners; and the Head of Learning, Museum of London; and your Deputy Chairman, Culture, Heritage and Libraries Committee.
6. For this *Inspiring London through Culture* funding application round, the City Corporation received 11 applications totalling £74,200.
7. The budget for *Inspiring London through Culture* is £138,000 for 2018/19.
8. Apart from officer time handling enquiries, all resource implications are budgeted for within the *Inspiring London through Culture* grant fund.

Current Position

9. Summary assessment reports of the all approved applications to the *Inspiring London through Culture* grant scheme are given in the appendices with details of all available on request from the Assistant Town Clerk and Culture Mile Director.
10. Grants totalling £42,200 have been approved as per the reports outlined in the appendices. This leaves £95,800 from this year's allocation for the next funding round on 11 January 2019.

Corporate & Strategic Implications

11. The Central Grants Programme *Inspiring London through Culture* funding stream was created to promote a fair system of grant giving by the City Corporation in the cultural context.
12. The grants approved by the panel support the funding criteria and, in turn, the City Corporation's Corporate Plan under all three aims, specifically the outcomes "We are a global hub for innovation in finance and professional services, commerce and culture" and "We inspire enterprise, excellence,

creativity and collaboration”. The grants also support fundamental aims within the City’s Cultural and Visitor Strategies.

Conclusion

13. This report summarises the discussions of the *Inspiring London through Culture* grants assessment panel and its decisions in relation to the applications considered on 11 September 2018.

Appendices

- Appendix 1 – *Inspiring London through Culture*: project outlines of grants approved by the panel
- Appendix 2 - *Inspiring London through Culture*: table of grants declined, deferred or withdrawn
- Appendix 3 - *Inspiring London through Culture*: eligibility criteria

Background Papers

Full details of the all applications to the *Inspiring London through Culture* grant scheme are available on request from the Cultural and Visitor Development Director.

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: nick.bodger@cityoflondon.gov.uk

This page is intentionally left blank

APPENDIX 1 – APPROVED PROJECTS

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

City Music Foundation (Ref:14483)

Amount requested: £10,000

Amount recommended: £7,500

Purpose of grant request: Eight free lunchtime recitals in Bart's the Less plus with one additional performance in Barts Pathology Museum and Barts the Great from September to May 2019.

The Charity

The City Music Foundation (CMF) was formed in 2012 as an initiative of the previous Lord Mayor Sir Roger Gifford, with funding from the Lord Mayors Appeal. The Charity aims to help young professional musicians to get a foothold on their career. They provide a 2-year mentoring programme for young professional musicians to learn about business development, make connections in the city and have access to artist management services.

Background and detail of proposal

Commencing in September 2018 CMF propose a series of 8 monthly free lunchtime recitals at Bart's the Less, featuring CMF soloists or small ensembles. CMF also plan to present 'Surround Sound Sessions', an immersive string quartet performance in the Pathology Museum and a performance at Bart's the Great including Schubert's Trout Quintet. The Charity have already brought new audiences to the Hospital precincts with the last project supported by this committee. Feedback from the last grant outlined how the project offered musical solace to patients, relatives and staff whilst helping Bart's to actively engage with the Culture Mile.

Building on the success of the previous project CMF wish to use this funding to bring regular music to the precincts of St Bart's – the Churches and the Hospital. Funding is being requested for the venue hire, rehearsal time, musician costs, performance and marketing for 10 concerts across the Bart's estate between September and May 2018.

Financial Information

CMF was set up in 2012 with a large donation from the Lord Mayor's Appeal. Since 2012 they have overspent every year due to having a surplus of funds from the original donation. Forecast Accounts for 2018 demonstrate clear success in fundraising for the period and the report of a small surplus for the year.

Recommendation

CMF have delivered several grants under the Inspiring London through Culture programme. Audience feedback has been positive and the work is adding to the City's Cultural Offer. This project will build on the success of the last project

supported through this programme by helping to establish Bart's different venues as destinations within the Culture Mile. CMF have applied for all the funding to deliver this project and have applied for the amount only awarded to exceptional projects. My recommendation is to support this project with a grant of £7,500 and request that the balance be made up with match funding. Any funding is conditional on the receipt of a satisfactory monitoring and evaluation form for the current grant awarded under this programme. Funding is recommended as follows:

£7,500 to contribute to the costs of 8 free lunch time concerts and two additional performances at Bat's the Less, the Pathology Museum and Bart's the Great from September to May 2019. Funding is conditional on match funding the rest of the concerts, which is a requirement of this programme.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

London Euphonia Orchestra (Ref: 14884)

Amount requested: £5,000

Amount recommended: £5,000

Purpose of grant request: Funding to cover the operational costs including rehearsal space, venue hire and marketing to deliver concerts in the City over the course of a year.

The Applicant

London Euphonia Orchestra (LEO) formed in December 2012 and is based in the City of London. The group registered as a Charity in March 2018. The Orchestra is made up of a dedicated group of amateur musicians who deliver a high quality of musical performance. Since the Charity's inception they have delivered 18 concerts in mainly Church venues across the City.

Background and detail of proposal

The application is looking for funding to cover the operational costs of the Charity which are currently self-funded through membership subs and income from tickets and bar sales at performances. From December 2018 the Charity wants to develop its performance offer and step up the current delivery. With less constraint on the finances LEO will be able to widen the scope and size of the venues they perform in.

LEO aim to deliver three high quality concerts across the year, starting in December 2018. The project will encourage and experiment with brand new music composed by up and coming young and talented composers from all backgrounds (particularly the BAME and LGBTQ communities) that sometimes struggle to see their work played publicly by a full and committed orchestra. The concerts will be targeted at those who work in the City and across other areas of London. Your funding will allow for the Charity to book larger venues, market the shows and attract a wider audience. The match funding element will come from the money made on ticket and bar sales.

Financial Information

For the Financial year ending June 2018 turnover for the Charity was just under £9,000. Although small the Charity have appropriate finance and governance arrangements in place.

Recommendation

LEO has been operating for the last 5 years and is mainly self-funded by Orchestra members. This funding will allow the LEO to establish itself and begin to perform in larger venues in the City of London. The application has gone some way to demonstrate how it will add to the City of London's Cultural offer. No match funding has been sourced for the project either. If funding is available this would be a good organisation to support to allow them to grow and develop but I will leave the

decision with officers on whether they have gone far enough to meet the criteria of the programme. There are also three very similar application received and a judgement should be made on whether we support one, two or all three.

£5000 to cover the operational costs including rehearsal space, venue hire and marketing to deliver concerts in the City over the course of a year. Funding is conditional on receipt of further information on how the organisation will develop and collect audience data to ensure best practice.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Sing London Limited (Ref: 14881)

Amount requested: £7,500

Amount recommended: £7,500

Purpose of grant request: Libraries at Night is a new festival - piloting imaginative and immersive late-night events in City of London libraries.

The Applicant

Sing London (SL) is a Charitable Company that deliver high profile, participatory events in cities across London. The company formed in June 2007 delivering the world's first all-city sing-along. SL collaborate with councils, designers and artists to create innovative projects. The organisation has a track record of delivering projects in the City of London including putting table tennis tables in public places across the square mile.

Background and detail of proposal

Libraries across the UK are having a difficult time and are looking for new ways to re-purpose how they work in a digital age. Libraries by Night is looking to engage new audiences with Libraries by engaging Arts organisations with libraries to create projects that will attract a new and diverse audience. This application is looking for support towards the City of London element of this London wide project. SL plan to work in partnership with City of London Libraries to develop a number of innovative projects that will be showcased across a 10-day festival over two weekends in spring 2019.

The programmes planned so far will be Reading in the Dark, interactive fiction and shared reading events that will be led by some of the countries' best actors, artists and performers. Night School is site-specific installations and immersive performances created for library settings, from Murder in the Library an immersive community drama at Guildhall Library, to Not the Mayfair Ball, an alternative masked ball with Duckie at the Artizan Street Library. Each of the programmes will develop new audiences to City of London Libraries while also working closely with Library staff to promote collections and online resources. Funding is being requested towards the 3 commissions, over time costs to City of London Libraries and marketing materials. The whole costs for the City of London work are being requested in this application but further funding is provided to the development of the London wide programme by the Esme Fairbairn Foundation.

Financial Information

The company's turnover in the last financial year was £105,873. SL have a track record of delivering small and medium sized grants and have the appropriate financial controls in place.

Recommendation

Sing London have delivered internationally recognised creative and immersive participatory programmes. They have a track record of delivering projects in the City of London and work collaboratively with artists to create innovative schemes. This application is looking for support toward the City of London element of a London wide festival called Libraries by Night that will take place in the Spring 2019. This looks like an interesting programme of events that will engage new audiences with City Libraries while working collaboratively with Library staff to showcase collections and resources. Funding is recommended as follows:

£7,500 toward to the cost of commissions, over-time payments and marketing costs to deliver Libraries at night in the City of London.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Spitalfields Music (Ref: 14876)

Amount requested: £7,500

Amount recommended: £7,500

Purpose of grant request: Spitalfields Festival 2018: A multi-venue, cross-genre music festival taking place across the City and East London.

The Charity

Spitalfields Music started life in 1976 as a festival at Hawksmoor's Christ Church, which was then under threat of demolition. In 1989 it was registered as a charity, offering learning and participation projects alongside an annual music festival. Today, the charity delivers a range of public and small-group music activities in a variety of settings including schools, care homes and community centres.

Background and detail of proposal

Spitalfields Music festival has been a London institution for over 40 years, bringing unusual City and East London spaces to life through innovative and high-quality performance. Spitalfields Music used to be a delivery partner for the City of London festival and has had a close relationship and funding from the City for the last 25 years. This application is seeking a contribution to the total cost of the Spitalfields Music Festival. The festival will take place from the 1st to the 9th of December 2018. The festival takes place across a range of venues in the City and East London and usually reaches an audience of 4,000 or more.

Historically Spitalfields Music ran two festivals each year in the Summer and the Winter. Two years ago, the Charity decided to move to one winter festival each year so they could focus on making it a more curated experience for the audiences. The 2018 festival is looking to offer cross-genre music performances in historic venues across the City and East London.

This application is looking for a contribution to the overall cost of the festival. Match funding has been applied for from a range of different Trusts and Foundations with a number of applications being confirmed to date.

Financial Information

Budget accounts for the year ending August 2018 show a turnover of £800,849. Reserves for the organisation sit at around £280,000 in line with reserves policy. The Charity currently have funding from the City Educational Trust fund that comes to an end at the end of the financial year and a three-year commitment from the City Bridge Trust.

Recommendation

Spitalfields Music are a well-established Charity delivering a range of high quality music activities throughout the year. The Spitalfields Music festival has been running for many years and has a strong relationship to the City of London. This

application is a straight forward request to contribute to the overall cost of the festival in December. This project meets the priorities of this programme. Funding is recommended as follows:

£7,500 contribution to the total project cost of the 2018 Spitalfields Festival place that will take place in December.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

**St John Ambulance (parent company of Museum of St John which is a member of The Ring consortium)
(Ref: 14875)**

Amount requested: £7,000

Amount recommended: £2,000

Purpose of grant request: To increase and widen audiences for the members of The Ring, a new consortium of cultural attractions around Farringdon

The Charity

The Ring is a new consortium of cultural attractions, clustered around Farringdon station. The consortium members include the Museum of the Order of St John, Charterhouse, Goldsmiths Centre, Bart's Hospital Museum and Archives, Heritage Trust and St Bart's the Great. The Consortium is not a legal entity and is currently lead by St John Ambulance, the parent company of the St John Museum. St John Ambulance is the leading first aid charity in the UK. The consortium plans to create more connection between the venues to improve marketing and to deliver joint ventures.

Background and detail of proposal

The Ring established as a need was identified that there are lots of interesting and historical venues in Farringdon that are either not known about or struggle to get a high footfall of visitors. To tackle this issue a consortium was set up and lead by St John Museum to establish a partnership of mutual benefit. The Ring is currently working on its first phase and has bought in a project manager with experience of delivering similar consortiums around the UK. This application is looking for support with Phase 2 of the development of The Ring. Phase 2 is looking to extend the Project Directors contract to develop initial programming across the consortium, and to work with a marketing specialist to benchmark current audience levels and the range of people that the venues currently reach. This work will inform the delivery of the first shared marketing campaign.

The application is seeking a contribution to the overall cost of delivering Phase 2. The project has already received some financial support of £4,000 from the Goldsmiths Centre and St John.

Financial Information

St John Ambulance is a large national Charity with an annual turnover of £100 Million. This project will be managed under the budget of the Museum of St John.

Recommendation

This application has demonstrated how it will meet the programme outcomes as it will support the development of the City of London's Culture Mile by increasing audience participation in historic venues in Farringdon. By working together to

across a Consortium the venues will be able to curate shared programmes and marketing costs while increasing visitor numbers to the historic and iconic venues. St John Ambulance is a huge national Charity who will be leading this project and managing the finances. At the officer panel it was agreed to fund the continued development of the Ring and contribute to the Project Manager cost. Funding is recommended as follows:

£2,000 contribution to the Project Manager costs in delivering phase 2 of establishing The Ring Consortium.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Summer Music in City Churches (Ref: 14880)

Amount requested: £7,500

Amount recommended: £7,500

Purpose of grant request: A midsummer festival of music and words in Churches across the square mile in 2019.

The Applicant

Summer Music in City Churches (SMCC) is a brand-new festival presenting music to inspire, divert and engage, in ancient and architecturally stunning churches in London's Square Mile. A voluntary constituted organisation set up in March 2018, it delivered its first festival in June this year. The organisation currently has 3 members sitting on its management committee.

Background and detail of proposal

This application is looking for support towards the cost of delivering the 2019 Festival that will take place in June next year. The festival was inceptioned to provide a cultural focus within the City of London during the summer. The festival provides opportunities for people working in, living in and visiting to experience a high quality musical performance while shining a spotlight on the many architecturally interesting churches in the City that often go un-noticed.

Planning for the festival will take place from the end of September 2018 with the programme of musical concerts to take place over the summer period from June 2019. The festival that took place this year was mainly funded through private donations and with income made on ticket sales. The plan will be to attract support from City Businesses for the 2019 programme and your funding will help to leverage the funding required to deliver the programme. Tickets for the concerts are £15 for performances without an interval and £20 for performances with an interval. The intention for the 2019 festival is to have a literary theme for each concert bringing together music and words.

Financial Information

The festival turnover in 2018 was £32,000, most of the funding for the programme came from Private Individual Donations and the ticket sales for each event. The festival in 2019 is likely to have a similar turnover, the organisation is sure they will not receive the same support in 2019 from individual donors and are therefore looking to diversify the incomes streams for the festival.

Recommendation

Although SMCC have only been running since March 2018 they have managed to deliver a successful festival of music in City Churches and are looking to do this again in 2019. This programme meets the criteria as it enhances public benefit in

the City through culture, however it could be deemed that the price of tickets limit how accessible the programme is for all. SMCC have also not received any match funding to date for this but intend to use a grant from the City of London to help leverage further support. As this application is one of several music in Church applications I will leave this decision to the panel.

£7,500 funding to deliver a midsummer festival of music and words in Churches across the square mile in 2019.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Voces Cantabiles Music (Ref: 14878)

Amount requested: £5,200

Amount recommended: £5,200

Purpose of grant request: A music project involving pupils from Tower Hamlets, Hackney and Newham leading to performances at the Gresham Centre.

The Applicant

Voces Cantabiles Music (VCM) was set up in 2006 to stage and perform professional vocal concerts of a classical genre. They work with young people and provide a range of singing workshops with their two internationally acclaimed vocal ensembles VOCES8 and Apollo5. They are based in the Gresham Centre in the heart of the City of London.

Background and detail of proposal

VCM are looking for towards the total cost of the project. They are seeking funding to cover the cost of the singing workshop that will take place with schools in Hackney and Tower Hamlets, followed by workshops in the Gresham Centre. School visits will commence in February 2019 with workshops and the final concert taking place in the Gresham Centre in May 2019. The secondary school pupils will be engaged on a young leader's programme where they will learn how to lead a music workshop. They will then deliver a music workshop to primary school children at the Gresham Centre. The final performances will take place at the Gresham Centre and the participants parents will be invited alongside other guests. During assessment I was satisfied by the organisations Safeguarding arrangements and it was clear this project has been well planned. Your funding is being sought for the specific elements in the budget that take place at the Gresham Centre. The remaining balance will be made up as a contribution from the schools and funding from the Tower Hamlets Arts and Music Education Service.

VCM have previously been supported for this work under the programme. The Central Grants Unit (CGU) has received a positive monitoring form for this work and this project will be building and developing on the last programme supported. The project will bring new audiences from adjacent boroughs into the City and will have positive outcomes for the young people involved.

Financial Information

Most recent accounts from year end 31 August show a turnover of £877,120. The Charity hold an appropriate level of reserves of £318,856, in line with reserves policy. The Charity have robust financial procedures and processes in place.

Recommendation

VCM are a well-established organisation with a strong track record for delivering music education programmes. This project fits closely with the criteria as it promotes

access for all to participate in the City of London's cultural offer. The project already has support for the work taking place in schools in Tower Hamlets and Hackney. They are seeking your funding for all of the elements that take place in the City which will provide positive outcomes for the young people involved. Monitoring received by the CGU for the last grant awarded to VCM was of a high standard. Funding is recommended in full for this programme.

£5,200 to support the workshops at the Gresham Centre, the rehearsal and concert and the project management costs.

APPENDIX 2 – Withdrawn and Rejected Applications

ID	Organisation Name	Status	Project Description
14879	Bishopsgate Institute	Withdrawn	The applicant withdrew the application due to staffing shortages and will submit a new application at a later date.
14882	JCI London	Rejected	This application was to deliver a TEDx Square Mile programme in the City in 2018. The speakers at the TEDx Square Mile 2018 are to cover a variety of topics with no specific cultural theme. This application is poorly planned and does not go far enough to align itself to the outcomes of the Inspiring London through Culture programme.
14877	The Academy of St Mary-le-Bow	Rejected	This application is to support a concert plan for The Academy of St Mary-le-Bow, a young ensemble of high-quality non-professional musicians. At assessment it was clear that the organisation was running at a loss and that this grant would not be sustainable. They also did not demonstrate how this programme aligned with the programme outcomes.
14873	Open Audio Ltd	Rejected	To support an immersive open-air music, dance, and street-theatre performance in the City of London, marking Britain's exit from the European Union, taking place in March 2019. At assessment, it was noted that this application would actively promote political activity, which falls outside of the funding criteria.

This page is intentionally left blank

Inspiring London through Culture

1. Introduction

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

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

2. Types of projects and activity to be supported

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

- Promoting access for all to participate in the City of London's cultural offer
- Investing in London's creative future through innovation and excellence
- Enhancing public benefit in the City of London through culture and heritage
- Supporting the development of the City of London's [Culture Mile](#).

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

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

This funding theme has a modest amount of funding and so large projects are beyond its scope. It is anticipated that individual grants will not normally exceed £10,000, though up to £15,000 may be considered for exceptional cases. The awarding Committee has the power to go above this ceiling, but the circumstances would need to be compelling.

Proposals will be considered and decided by a group of expert officers from across the City with decisions reported to the Culture, Heritage and Libraries Committee.

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

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

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

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

Overview:

The minimum grant allowed will be £500 and the maximum that will be considered will be £10,000. In exceptional circumstances applications for £15,000 will be considered at the discretion of the panel.

Applications for the 11th January deadline will receive a decision in March 2019.

Projects must have some or all benefits delivered within the City of London although applicants may be based outside the City.

4. How do you apply for a grant?

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

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

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

5. How are applications assessed?

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

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

A Grants Officer may also arrange to visit your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee.

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

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

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

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

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

7. If your grant application is successful

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

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

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

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

8. If your grant application is unsuccessful

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

9. Support with your application

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

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

10. Can you reapply for funding?

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

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

11. What do we not fund?

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

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

12. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

Committees	Dated:
Community and Children's Services – For information Culture, Heritage and Libraries – For information	02/11/2018 22/10/2018
Subject: Artizan Street Library Opening Hours	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Carol Boswarthack, Head of Barbican and Community Libraries, Department of Community and Children's Services	

Summary

Evidence from the last Barbican and Community Libraries survey showed that a sizeable number of Artizan Street Library customers were discontented with the library's opening hours. Staff were tasked with seeking improvement and this was reported to the Committee. Customers were consulted on three different sets of hours and a clear preference was shown. While consultation was underway, an additional request for revised opening hours came via a residents' petition which underlined the need for change. At the end of May 2018, the new hours were introduced as a trial which runs until November 2018.

Usage evidence shows the increased weekday offering has been well received. In the four months prior to the pilot study, 27,373 people visited the library on weekdays. In the first four months of the new hours, 28,710 people visited on weekdays, an increase of 1,337 or nearly 5%. It is clear that these extended hours are being used. However, with an average of only two children and nine adults visiting each Saturday, this opening has not proved successful. In addition, statistical reports show that Artizan Street Library members have continued to visit and borrow items from Barbican Library on these Saturdays: Artizan Street Library members borrowed 269 items from Artizan Street Library and 472 items from Barbican Library over the first 20 Saturday openings. Continuing to open on Saturdays is unviable and, following the end of the pilot study, only the increased weekday opening hours will be retained.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Every three years, Barbican and Community Libraries carries out a full and detailed consultation with customers on services, stock and accessibility. The results of the 2017 survey demonstrated a level of discontent with the current opening hours, and this was reported to the Community and Children's Services and Culture, Heritage and Libraries committees in late 2017.
2. Since that time, staff have worked to provide a new set of opening hours to better satisfy library customers. From 1 February to 25 March 2018, consultation was carried out with Artizan Street Library customers and three different opening hours options were presented. During this consultation period, a residents' petition requesting longer opening hours at Artizan Street Library and Community Centre was presented to the Chairman of the Culture, Heritage and Libraries Committee and the Head of Barbican and Community Libraries.
3. The preferred option – 8am to 5.30pm four days a week, 8am to 7pm one day a week, and 9am to 1pm on Saturdays – has been trialled since 14 May 2018.
4. A full consultation with staff was also carried out as staff contracts had to be temporarily adjusted to allow for Saturday working.

Current Position

5. The additional weekday hours have proved to be successful. In the four months prior to the pilot study, 27,373 people visited the library on weekdays. In the first four months of the new hours, 28,710 people visited on weekdays, an increase of 1,337 or nearly 5%. Taking into account that one month of the earlier period was prior to the flood at the Centre – and therefore included users of the multi-hall – this is an impressive improvement.
6. Saturday opening has not proved to be successful. The average visitor figures for Saturdays are two children and nine adults. In the total period to date (20 Saturdays), a total of only 40 children and 187 adults visited the library on Saturdays. Of these, 10 were people just using the public toilet. On seven Saturdays, there were no child visitors.
7. Customer reaction to the revised hours has been mixed. There is clear support for the longer weekday hours. However, a number of negative comments about Saturday opening have been recorded – for example, "I didn't vote for the Saturdays. If I want to use a library, I go to the Barbican – it's far nicer to spend a few hours in, on the weekend," and "Why are you open on Saturdays? There is no point in Artizan Street opening Saturdays as there are so many other activities on in the city".

8. Statistical evidence shows that, on the Saturdays that the Library has been open, Artizan Street Library customers are still borrowing items from Barbican Library; 472 Barbican Library items were borrowed by Artizan Street Library customers on those Saturdays compared with 269 Artizan Street Library items.
9. There are additional running costs specific to Saturday opening. Apart from increased use of utilities, staff are also entitled to claim an unsocial hours payment for Saturday working.

Proposals

10. Following the trial period, the longer weekday opening hours will be retained and Saturday opening discontinued.

Corporate & Strategic Implications

11. The new opening hours support Corporate Plan Objective 4. Communities are cohesive and have the facilities they need: Support access to suitable community facilities, workspaces and visitor accommodation.
12. The new opening hours support the Community and Children's Services Business Plan's: 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; and Priority Five – Community:
 - People of all ages feel part of, engaged with and able to shape their community.

Implications

13. Saturday opening is under-utilised and is not cost effective. Discontinuing Saturday opening will provide better staff coverage on weekdays to allow for after-school activities to take place (for example, a new Code Club is due to start in late autumn).

Conclusion

14. Library customers have been consulted on a new set of opening hours for Artizan Street Library and Community Centre and these hours have been trialled since May 2018. The trial has clearly shown that longer weekday opening is needed and these revised hours will now be made permanent. Saturday opening has not proved viable and will be discontinued.

Appendices

- None

Carol Boswarthack

Head of Barbican and Community Libraries

T: 020 7332 1123

E: carol.boswarthack@cityoflondon.gov.uk

Committees:	Dated:
Community and Children's Services Health and Wellbeing Board Culture, Heritage and Libraries	14/09/2018 21/09/2018 22/10/2018
Subject: Dragon Café in the City	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Rachel Levy, Principal Librarian Community Libraries Department of Community and Children's Services	

Summary

Dragon Café in the City was launched at Shoe Lane Library on 8 February 2018. The aim of project was to engage City workers and residents with their mental wellbeing through a varied programme of activities taking place in the library. It was funded by the Wellcome Trust and Carnegie UK Trust's Engaging Libraries programme, with additional funding from the Department of Community and Children's Services. The project was particularly aimed at (but not exclusive to) male City workers aged 25-55, a group of people who are often less able than others to engage with their mental wellbeing.

The project was co-produced by Barbican & Community Libraries, Mental Fight Club and Business Healthy, with additional input from Output Arts.

A total of 14 fortnightly Dragon Café in the City sessions were held, running from 12pm to 8.30pm. More than 6,000 people visited Shoe Lane Library on the Dragon Café in the City days and 320 people signed up to be members of the café. A wide programme of activities was offered, including creative workshops, chess strategy, stress management "lunch & learn" sessions, free massage, yoga and mindfulness. The project has been evaluated through feedback forms, focus groups, case studies and informal feedback. Response to the project has been very positive: 91% of respondents said the Dragon Café in the City met their expectations and 80% of respondents said they felt more inclined to engage with their mental wellbeing after attending. The project is also being evaluated by Wellcome Trust and Carnegie UK Trust, with particular focus on what the wider public library profession can learn from it.

The project partners are currently seeking funding to run the project again and will use the feedback to inform the format of future sessions.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Building on the City of London Corporation's suicide prevention campaign, "Release the Pressure" – led by the Public Health team, Barbican & Community Libraries bid for £14,667 of funding from the Carnegie UK Trust and Wellcome Trust's Engaging Libraries programme. The objective was to pilot new ways of engaging city workers and residents with their mental wellbeing through a programme of activities in Shoe Lane Library, a sanctuary in the heart of the City.
2. Barbican & Community Libraries was one of only 14 library services (out of 120 applicants) selected for the Engaging Libraries programme. Our project was co-produced with Mental Fight Club, who run the very successful Dragon Café in Southwark: "an open, welcoming group which puts on exciting, well-organised and inspirational creative events and programmes as well as simply being a place to be"¹ to support people affected by mental illness. Other partners include the City Corporation's Public Health team and Business Healthy, Monitor Deloitte (who have provided evaluation support), Output Arts, and various health and wellbeing providers.
3. Barbican & Community Libraries has a unique demographic of users because of the 450,000 workers who travel into the city every day, with a large population of male users aged between 25-54. It is this demographic that we were particularly aiming to target with this project. This audience is often considered "hard to reach" in terms of mental health and wellbeing, as they are less likely to talk about their stresses and concerns. This was the main premise for the "Release the Pressure" campaign. Our approach was to offer a wide programme of engagement, including practical workshops, creative workshops, art installations, mindfulness, body movement and massage.
4. Having successfully secured funding for the project from Carnegie UK Trust and Wellcome Trust, the Department of Community and Children's Services provided additional funding through Public Health Commissioning and Barbican & Community Libraries. This helped to enhance the pilot and extend the programme from monthly to fortnightly activities. Specific outcomes and objectives were set and aligned to the funding. These can be found in Appendix 1.
5. The benefits to the City of London of extending the funding and the scope of the project were:

¹ Dragon Café website: <https://dragoncafe.co.uk/about-us/>

- Supporting the first and fifth priorities of the Joint Health and Wellbeing Strategy: “Good mental health for all” and “Promoting healthy behaviours”. It also supported the first priority of the City Corporation’s 2015-18 Mental Health Strategy around prevention.
- Promotion of the City’s existing commissioned public health services to workers and residents, such as the smoking cessation/substance and alcohol misuse service, health intervention service and advice service.
- As a pilot project, Release the Pressure will be used as a case study by Carnegie UK Trust and the Wellcome Trust across the UK. The project illustrates an alternative approach to clinical mental health support, particularly targeting lower levels of poor mental health. It is also an exploration of how library services can actively engage communities with personal health and wellbeing matters.
- The project provided free support for the improved mental wellbeing of residents and workers. Most (99%) of the businesses in the Square Mile are small to medium enterprises (SMEs), employing half of the 450,000 workforce. Many of these companies are not able to put health-related support in place for their staff. For residents, who can access the commissioned service from East London NHS Foundation Trust, Dragon Café in the City presented a different form of support and an alternative to clinical approaches to addressing common mental health issues, such as depression and anxiety.

Current Position

6. The Release the Pressure campaign launched in the summer of 2017. It is a separate project to Dragon Café in the City, but it did inspire elements of the pilot. The Dragon Café in the City pilot was officially launched on 8 February 2018.
7. In total, there were 14 Dragon Café in the City sessions, running from 12pm to 8.30pm. This attracted a total of 6,525 people to Shoe Lane Library on these days. On average across the pilot, this represented a 92% increase in the number of people visiting Shoe Lane Library on Dragon Café in the City Thursdays, compared with Thursdays without the Dragon Café in the City sessions.
8. A total of 320 people signed up to be members of the Dragon Café in the City. This ensured that they were kept informed about all Café activities and sessions. Registrations also allowed the project team to collect data for evaluation purposes.
9. In total, the Cafe offered:
 - 60 free 15-minute massage sessions to help emphasise the importance of self-care
 - 17 “Lunch & Learn” talks and other workshops on a variety of topics, including stress management, ThriveLDN Problem Solving Booths, and using apps for good mental health awareness. This attracted more than 130 participants.

These workshops were run by professional health and wellbeing trainers. Most of these trainers offered their skills on a pro bono basis because they felt it was important to support the wellbeing of people living and working in the City and could see the value of the project.

- 14 game-playing sessions, including regular chess strategy sessions. These were designed to create new connections, support the development of community and help people learn new skills. This attracted a regular audience of participants, most were men aged between 25 and 54.
- 28 hours of free mindfulness and body movement (including four sessions specifically tailored to support cardiac health) and two hula-hooping sessions. These sessions attracted a regular, mixed gender and age range audience of approximately 15 participants per session.
- 23 workshops which allowed participants to explore their creative potential. These included terrarium making, pickling, watercolour painting, mask making, magic tricks and singing. Approximately 200 people participated in these workshops, a mixture of residents and workers dependent on the time of day the session was offered.

10. The delivery model for all these sessions was to work in partnership and co-produce with other organisations and individuals who are already involved in developing activities to support good mental wellbeing. Partners included ThriveLDN, which is led by the London Health Board to improve the mental health and wellbeing of all Londoners and is supported by the Mayor of London. Through this partnership, we provided Problem Solving Booths on all of the Dragon Café in the City days. The booths consisted of two chairs and signage, encouraging members of the public to sit and take the role of either the 'helper' or 'helped' and have a conversation. The idea was to get Londoners talking and starting to think about some small ways they can improve everyone's wellbeing: *"I've heard from City residents that the Problem-Solving Booth is useful and valuable"* was a comment recorded at a Focus Group.

11. We also worked in collaboration with Output Arts, an art collective that makes site-specific, interactive and participatory audiovisual artworks and experiences. They engaged with the public through the theme of "releasing the pressure". They interviewed members of the public about how they relax, recorded these interviews and embedded them into an art installation comprising a bath, rubber ducks and copper piping. This was a fun and innovative way to get people talking and thinking about how they manage stress: *"On other days I tried and enjoyed the installations and read about the reasons/inspiration behind the plumbing, ducks etc."* (Dragon Café in the City user feedback).

12. City of London commissioned providers and other organisations were also invited to attend the library on Dragon Café in the City days to promote their services. This included: The Advocacy Project, which is currently setting up a user-led service, City & Hackney Mental Health Voice which enables genuine and constructive involvement from people with mental illnesses in City & Hackney; City of London LivingWise, which promoted NHS health checks for those aged between 40 and 74; and WDP Square

Mile Health, supporting people with drug and alcohol problems and smoking cessation.

13. As this was a pilot project, we undertook extensive evaluation to assess its success against the objectives set through the funding application to Wellcome Trust/Carnegie UK Trust, and those required by the City of London. This evaluation consisted of feedback forms handed out at every session since 19 April, two focus groups, five case studies and a post-it note comments board at every session. We have also analysed the data given on the sign-up forms. The findings of the evaluation are:

- 35% of attendees were male and 65% were female
- Approximately 75% of male attendees were City Workers and approximately 75% of these were aged between 25-55
- 40% of respondents who gave feedback were male and 69% of these were City workers
- 91% of respondents felt strongly or very strongly that the Dragon Café in the City met their expectations
- 97% of respondents would recommend Dragon Café in the City to friends or colleagues
- 76% of respondents felt that their mental wellbeing had improved by attending
- 80% of respondents felt more inclined to engage with their mental wellbeing after attending
- 77% of respondents felt more able to engage with their mental wellbeing after attending
- 77% of respondents felt a strong sense of community at the Dragon Café in the City.

(See Appendix 2 for a graphic presentation of the analysis of some of the feedback data.)

14. We have received many comments from participants through the focus group, feedback forms, case studies, the post-it note comments boards, as well as people emailing us their views. This includes the following examples:

- *"I believe strongly that initiatives like the Dragon Cafe can be hugely beneficial for individuals and therefore the community. I was hesitant to try it myself as I am an introvert and find social situations stressful. Having dipped my toe in the water, I have broken through a barrier and know that I could attend many more sessions without undue stress. My confidence has certainly been boosted and my mood improved."*
- *"Little oasis – time out to focus on self. Nice people. Skilled speakers."*
- *"The range of events and activities on offer. Key was the atmosphere, though. Warm and welcoming and accepting."*
- *"Dragon Cafe in the City works well in the library, particularly the element around engaging the community."*

- *“Library settings are nice, especially the sofas. It offers the ability to relax in a free and public space without having to buy anything, like a coffee. It’s a really good space and conducive to wellbeing.”*
 - *“I think this has been a fantastic and much-needed initiative in the City and have really enjoyed the sessions I managed to attend. I will certainly miss it and look forward to hearing of its return. It prompted me to return to and use Shoe Lane.”*
 - How do you feel leaving today? *“Much better. Released. More informed. Hopeful.” “I feel strong!” “Positive and inspired.” “Feeling relaxed!”*
15. The Dragon Café in the City pilot had a high profile with the Wellcome Trust and Carnegie UK Trust. It was chosen as one of four projects to showcase at the annual conference of Libraries Connected (previously The Society of Chief Librarians). In June 2018, it was presented at two workshops, with an audience that included Heads of Service from across the country, the new Chief Executive of Libraries Connected, Isobel Hunter, and the Chief Executive of the Reading Agency, Sue Wilkinson.
16. We were also asked to jointly present a workshop on the project with Carnegie UK Trust and the London Borough of Redbridge at the annual conference of the Chartered Institute of Library and Information Professionals, which is the main conference for library professionals across the country and represents all library sectors.
17. One of the main aims for the Wellcome Trust/Carnegie UK Trust in funding the Engaging Libraries programme was that projects should forge strong, successful collaborations with a range of partners. All four of the main partners – Barbican & Community Libraries, Mental Fight Club, Business Healthy and Output Arts – have jointly reviewed the experience of running the project together and concluded that it has been a successful partnership with clearly defined roles, good communications and matching aims and priorities. Wellcome Trust/Carnegie UK Trust will be producing their own evaluation of the project later in the year, which will further explore the co-production element and the way this may be replicated across the public library sector.

Proposals

18. Overall, the evaluation of the project shows that our aim of engaging City workers and residents with their mental wellbeing through a programme of activities in a safe and supportive environment has been successful. Given the positive feedback from participants and partners, the Dragon Café in the City team is currently exploring future funding options to extend the project for at least another six months.
19. We will use the pilot project evaluation to inform any changes to the format for future Dragon Café in the City sessions, including the possibility of shortening some of the sessions, offering more simultaneous sessions,

changing the day the sessions are offered on, and taking on some suggestions for different activities we could offer.

20. Although the project was fairly successful in reaching male City workers, the project team still feels there is more that could be done to engage this group with their mental wellbeing. We are therefore exploring changes to publicity and activities to appeal more to this demographic.

Corporate & Strategic Implications

21. The Release the Pressure project was designed to encompass multiple aspects of:

- The City of London Corporate Plan 2018–2023:

People enjoy good health and wellbeing. We will...

- a. promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- b. raise awareness of factors affecting mental and physical health.
- c. provide advice and signposting to activities and services.
- d. provide inclusive access to facilities for physical activity and recreation.

- Department of Community and Children's Services Business Plan 2018–2019:

Priority objective: Health and Wellbeing People of all ages enjoy good health and wellbeing. Outcomes:

- Health inequalities in our communities are reduced
- Residents and workers live healthier lives
- Public Health, including Business Healthy, will promote healthy behaviours (i, ii, iii, vi)
- Community engagement, volunteering and targeted provision will promote social inclusion and increase social connections
 - Public Health, health partners and services, including adult social care and libraries, will deliver initiatives to raise awareness, provide support, prevent and support self-management of mental ill health.

Implications

22. No risks have been identified.

Health Implications

"It helps to put things into perspective. If you are having a crazy day, it puts things into perspective, dials down the drama. When you are at work and you don't have a break and get caught up, going to Dragon Café in the City breaks the bubble. It also lets me connect with other people who are working in the City who have similar experiences. It creates a sense of connection and you feel less alone." – **Jessica, 36, City Worker**

23. The evaluation of the Dragon Café in the City shows that it has had a significant positive impact on the health and wellbeing of the people who participated, with three-quarters of participants reporting that their mental wellbeing had improved. The majority of participants also reported that they are now more inclined and more able to engage with their mental wellbeing.

Conclusion

“After the massage I feel I am standing up straighter. I feel more positive. Refreshed. I am not fazed by what happens for the rest of the day... I feel invincible!” – Vincent, 43, City worker

24. The Release the Pressure project has created a successful formula to support City residents and workers to engage with their mental health through the Dragon Café in the City programme.
25. The regular sessions of the Dragon Café in the City have also greatly increased the number of visitors to Shoe Lane Library. The evaluation and learning from the project will be shared with colleagues across the public library sector through Wellcome Trust/Carnegie UK Trust's report on the Engaging Libraries programme. The project partners will use the evaluation to make adjustments to the programme offer and seek further funding to ensure the continuation of the Dragon Café in the City in order to benefit everyone in the City of London.

Appendices

- Appendix 1 – Dragon Café in the City; funding and objectives
- Appendix 2 – Graphic representations of the feedback findings

Rachel Levy

Principal Librarian Community Libraries
Department of Community and Children's Services

T: 020 7332 1845

E: rachel.levy@cityoflondon.gov.uk

Appendix 1

Outcomes and objectives

The City Corporation is keen to demonstrate impact and value for money, outlined in the following objectives. These are in addition to and align with Shoe Lane Library's desired objectives, which are:

- To increase engagement with the library
- To demonstrate a model for how the library can host events on mental health going forward
- To promote the library as a sanctuary and engage with people at a service level

Based on the breakdown of costs, the agreed contribution from Commissioning, Public Health and the Libraries would support the following specific areas:

- Enhancing the range of wellbeing- and health-promoting activities on offer, e.g. mindfulness, dance, tai-chi, massage (actual activities are TBC)
- Programming and coordination (Dragon Café staff time)
- Communications engagement with City residents, GP, workers and employers (marketing and promotional materials)

Objective	Outcome	Details/ Update
Support the health and wellbeing of City workers and residents	Use the Café as a space to promote (passive promotion, i.e. leaflets and printed materials) CoLC-commissioned health and wellbeing services and other partners, including City Advice, the Vulnerable Victims' Advocate, WDP Square Mile Health, City LivingWise, Business Healthy and Samaritans	Complete. Also some active promotion was also carried out, e.g. stalls for Private Fostering Week, Club Soda, etc.
	Ensure consultation process and evaluation can record qualitative and quantitative information on visitors' opinions on the impact of the Café	Several different methods were used to continuously capture visitor and provider feedback, information, in-depth individual case studies and quotes throughout the pilot, including feedback forms, online surveys and focus groups. More details, including footfall and visitor demographic below.
	Gather 10 case studies/ quotes from users on the impact the Café has had on them	
	Employ a registration process for the Café to record the number of people using it, whether they are City residents/ workers/ other, and who is visiting the Café on a repeat basis	
Contribute to and support the Thrive LDN initiative	Hold Thrive LDN problem-solving booths (PSBs) in the Café	<ul style="list-style-type: none"> - There were Thrive LDN PSBs at every DCC session and Dr Alex Belsey from Thrive LDN also delivered a session on 22 February. - Shoe Lane Library staff and DCC volunteers received training from the Thrive LDN team to facilitate the PSBs.
	Record number of PSBs hosted throughout the pilot	
Find out what City worker and resident needs are relating to mental health support and where the City of	Use information collected through the consultation process and evaluation of the pilot through various means, e.g. a "voting box"	As above. The offering of a free, drop-in space to support mental wellbeing in City workers and residents was well-received. See below for more details on individual activities offered.

London Corporation can provide support		
Establish whether the pilot can feasibly become a permanent and long-term offering	Identify appetite among City businesses and other potential sponsors to help fund the Dragon Café in the City model past the pilot phase	Work is currently underway to identify ongoing funding opportunities, using the business case and model drawn up from data collected during the pilot. The data point to a strong case for Dragon Café in the City supporting the mental wellbeing of local populations, as well as a free and effective offering for the local business community to their workforce.
Make the Dragon Café in the City model appealing to City workers, residents and employers	Use information gathered during the consultation phase and evaluation to: determine the look, feel and offerings of the Café and match this with relevant providers; and ensure communications and marketing are targeted and effective, using a range of new and existing platforms	Feedback collected continuously from users and providers throughout the pilot helped inform the programming, timings, communications and marketing materials (posters, flyers, bookmarks, digital resources, etc.) This included Google Analytics, A/B testing, the analysis of the effect of targeted social media adverts and the leveraging of local networks to spread the word about Dragon Café in the City. The Dragon Café in the City offering was adjusted (timings, duration of sessions, type of sessions, etc.) according to feedback over the course of the pilot.

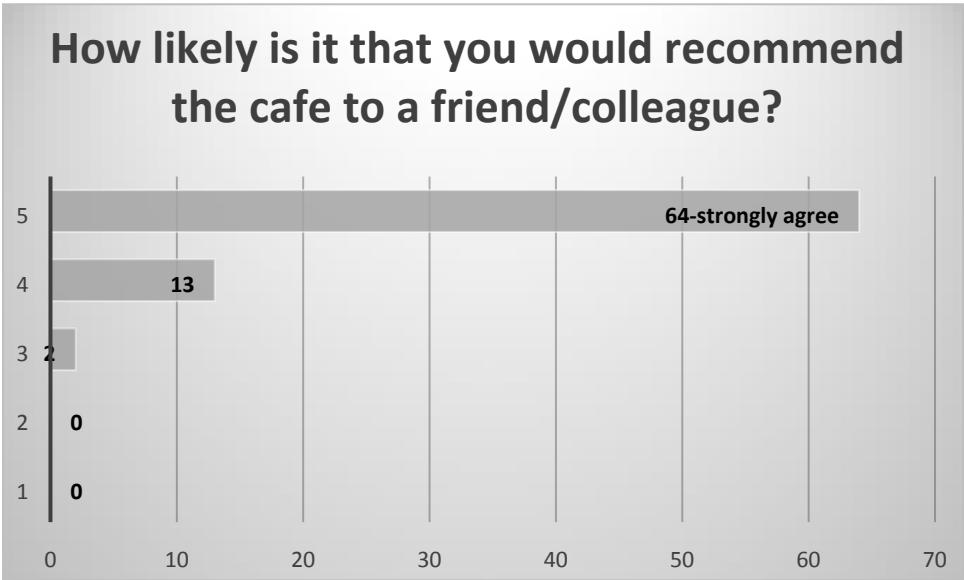
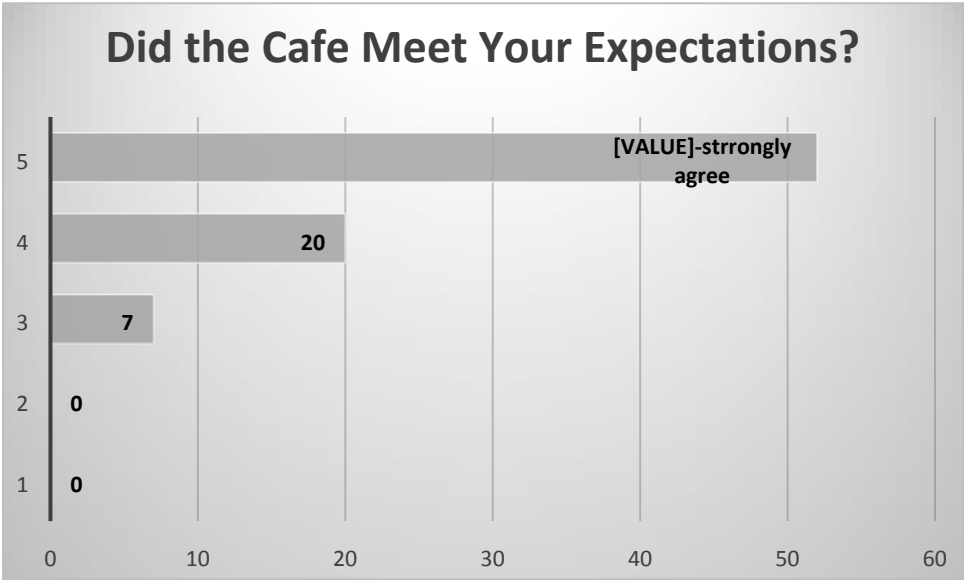
How the money was spent

Item	Carnegie UK Trust	Additional funding	Notes
Wellbeing Activities (massage, mindfulness, dance, tai-chi, chess, evening talks)	£2,595	£2,595	Costed by hour based on existing Dragon Café activity provider costs. Request for funding includes additional £1,000 to enhance range of activities on offer
Programming and coordination	£3,150	£3,150	Dragon Café staff time
Communications	£3,000	£3,000	Marketing and promotional materials. Request for funding includes additional £3,000 for comms/networking with City businesses and residents
Volunteers	£222	£0	Travel and t-shirts
Evaluation	£1,680	£0	Evaluation will be enhanced by Carnegie Trust UK own evaluation and support from Deloitte Monitor BeyondMe team
Insurance/Finance/Admin	£900	£0	
Rent	£0	£0	No charge for rent from library. Request for funding includes £20 per hour out-of-hours overhead contribution to extend timeframe of activities on offer
Cost modelling and development of long-term business case	£0	£0	Pro bono resource from the Deloitte Monitor Beyond Me Team
Total	£11,547	£8,745	

This page is intentionally left blank

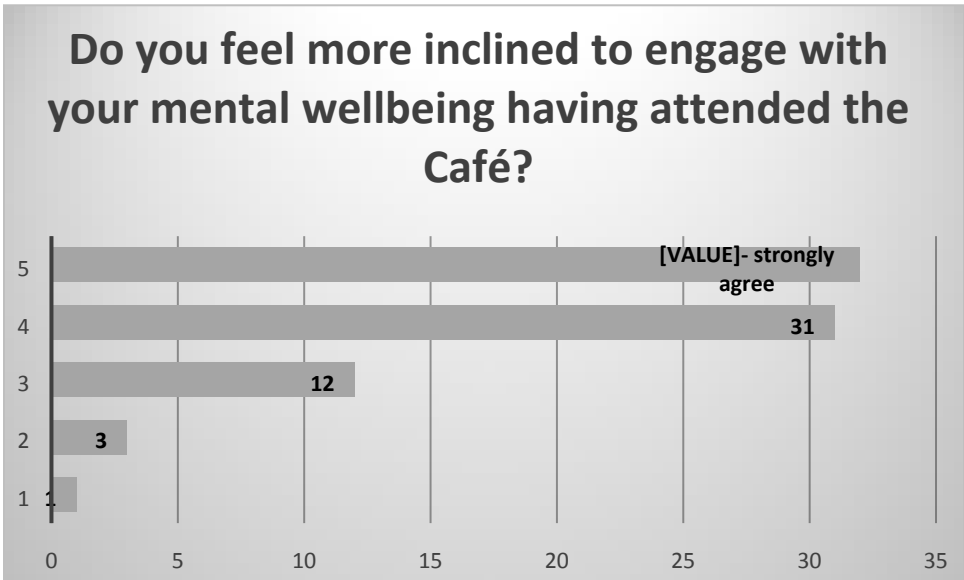
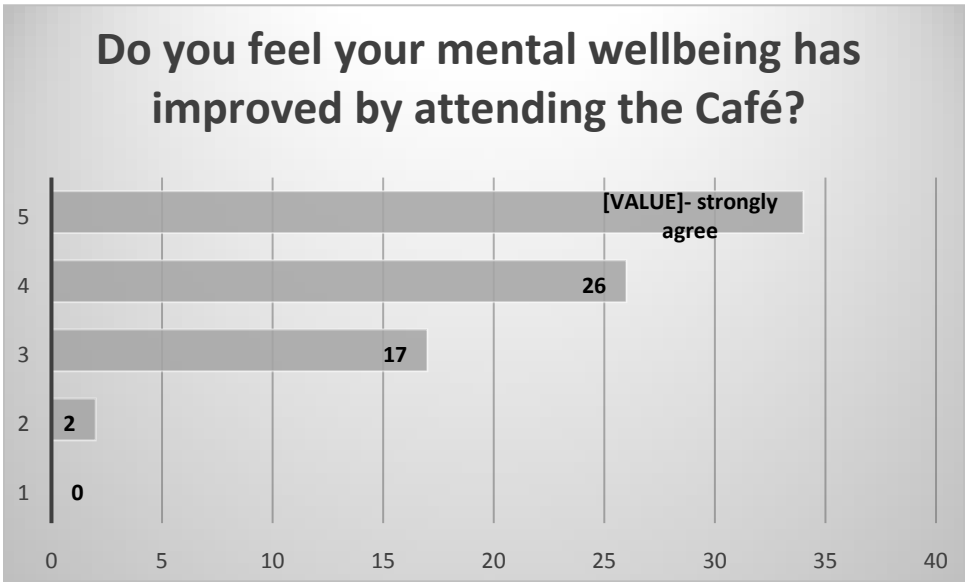
Appendix 2- Graphic Representation of Feedback on the Impact of the Dragon Café in the City

Scale 1- strongly disagree to 5- strongly agree



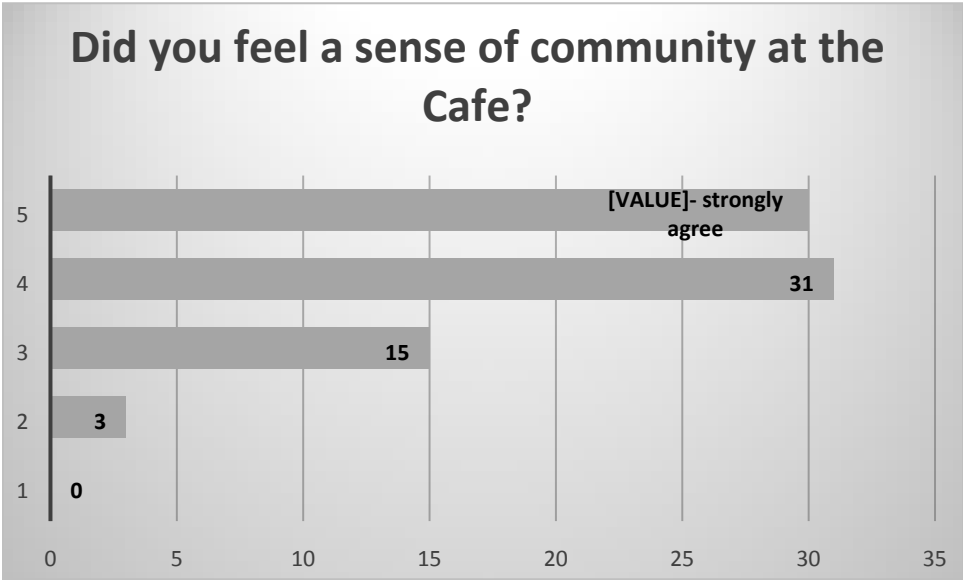
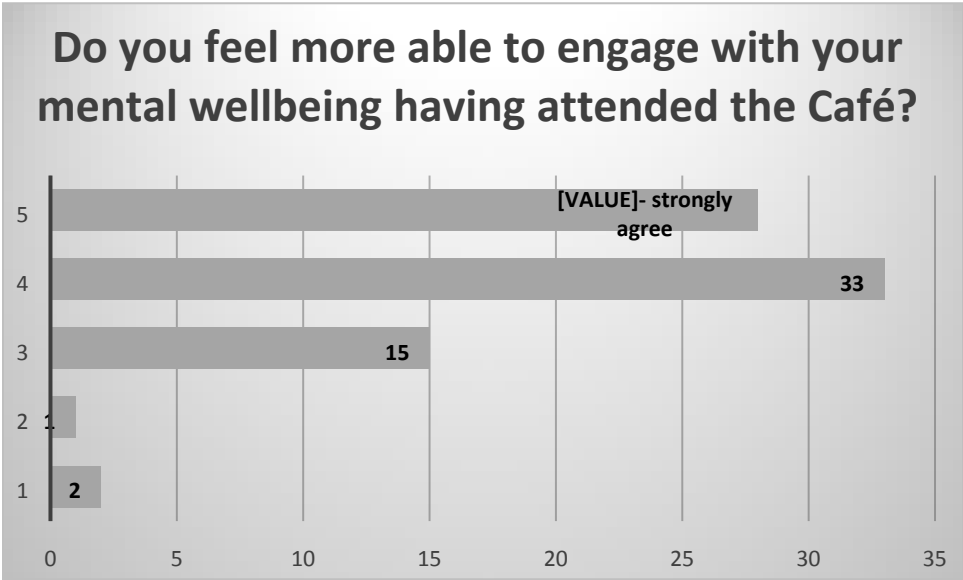
Appendix 2- Graphic Representation of Feedback on the Impact of the
Dragon Café in the City

Scale 1- strongly disagree to 5- strongly agree



Appendix 2- Graphic Representation of Feedback on the Impact of the
Dragon Café in the City

Scale 1- strongly disagree to 5- strongly agree



This page is intentionally left blank

Committee:	Date:
Culture Heritage and Libraries Committee	22nd October 2018
Subject: Decision taken under Delegated Authority since the last meeting of the Committee	Public
Report of: Town Clerk	For Information
Report author: Julie Mayer, Town Clerk's Department	

Summary

This report advises Members of action taken, under delegated authority, by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41(B) in respect of :

A recommendation from the City Arts Initiative (CAI) relating to a proposal from the Charity, 'One Family' entitled '*Hidden in Plain Sight*';

At the meeting of the Culture, Heritage and Libraries Committee on 2nd July 2018, Members considered the above recommendation; i.e. a display of five, large 'doll boxes' and a number of actors, which sought to raise awareness of human trafficking. Following concerns expressed by the Director of Communications and the City's Highways Team regarding the initiative, the Committee agreed to delegate authority to approve the proposal to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Culture Heritage and Libraries Committee, subject to these concerns being addressed.

Having considered the responses, the Director of Communications confirmed that he was satisfied. The Highways Team confirmed that there were no health and safety concerns, from a highways perspective, as they were using locations within the City that could accommodate a structure of this size/type, without it causing any health and safety issues.

It should be noted that, as the Chairman and Deputy Chairman of the Committee serve on the CAI, on this occasion, consultation took place with a past Chairman and the most senior Member of the Committee.

Action Taken: approval was given to the installation of *Hidden in Plain Sight* art project.

Recommendation: Members are asked to note the report.

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank