



Culture, Heritage and Libraries Committee

Date: MONDAY, 25 MARCH 2019
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

Enquiries: Chloe Rew
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Lunch will be served in Guildhall Club at 1PM

John Barradell
Town Clerk and Chief Executive

AGENDA

Items which will be approved/ noted without discussion

All items marked * will be deemed to have been read and noted/agreed without comment, unless the Town Clerk is advised by 10 am on Friday 22 March 2019.

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the meeting held on 11 December 2018.

For Decision
(Pages 1 - 10)
4. **BREXIT UPDATE**
Verbal update to be heard.

For Information
5. **ALDGATE SQUARE EVENTS (DEFERRED FROM JANUARY)**
The Cultural and Visitor Development Director to be heard.

For Information
6. **UPDATE ON THE CITY OF LONDON CORPORATION CROWDFUNDING PROJECT (DEFERRED FROM JANUARY)**
Joint report of the Director of Community and Children's Services and Assistant Town Clerk/Director of Major Projects.

For Information
(Pages 11 - 14)
7. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE (DEFERRED FROM JANUARY)**
Report of the Assistant Town Clerk/ Director of Major Projects.

For Decision
(Pages 15 - 18)
8. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**
Report of the Assistant Town Clerk/Director of Major Projects.

For Decision
(Pages 19 - 42)

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

Report of the Assistant Town Clerk/Director of Major Projects.

For Information
(Pages 43 - 90)

10. **MAYFLOWER 400**

The Cultural and Visitor Development Director to be heard.

For Discussion

11. **ADAM GRANT: COMMISSIONED FILM**

Screening of 3-minute film supporting Architecture of London at Guildhall Art Gallery.

Last year, while still at school, Adam Grant, a young City-based filmmaker now studying at Ravensbourne University, won both the *My Local Culture* competition (part of London Borough of Culture) and the *Live Action Into Film Award* (in the category 13 and over) presented at the *Into Film Awards* at the BFI. Impressed by his interpretation of City life in his films, the City Corporation commissioned Adam to produce a short about the Guildhall Art Gallery's collection. Focussing on City people and places and aligning with the Gallery's new collections policy, Adam's film provides an important promotional tool for the upcoming exhibition *Architecture of London*.

For Information

12. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018 - GUILDHALL LIBRARY CENTENARY FUND**

Joint report of the Chamberlain and Assistant Town Clerk and Culture Mile Director.

For Information
(Pages 91 - 110)

13. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018 - KEATS HOUSE**

Joint report of the Chamberlain and Director of Open Spaces.

For Information
(Pages 111 - 138)

14. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20 - DEPARTMENT OF COMMUNITY & CHILDREN'S SERVICES, OPEN SPACES DEPARTMENT AND TOWN CLERK'S DEPARTMENT (CULTURAL SERVICES)**

Joint report of the Town Clerk, Director of Community & Children's Services and Director of Open Spaces.

For Decision
(Pages 139 - 152)

15. **TOWER BRIDGE RE-DECKING AND APPROACH VIADUCT WATERPROOFING PROJECT ***

Members are asked to note the report of the Director of the Built Environment.

For Information
(Pages 153 - 172)

16. **SPECIAL EVENTS ON THE HIGHWAY**

Report of the Director of the Built Environment.

For Decision
(Pages 173 - 192)

17. **REQUEST FOR URGENT DECISION - REPORT OF ACTION TAKEN ***

Members are asked to note the report of the Town Clerk.

For Information
(Pages 193 - 194)

18. **LIBRARY SELF SERVICE KIOSKS**

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

For Decision
(Pages 195 - 218)

19. **BARBICAN MUSIC LIBRARY EXHIBITION PROGRAMME**

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

For Information
(Pages 219 - 224)

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

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

22. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
23-24	3
25	3&7

For Decision

Part 2 - Non-public Agenda

23. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 11 December 2018.

For Decision
(Pages 225 - 226)

24. **REPORT ON THE EFFICIENCY SAVINGS FOR 2019/20 (DEFERRED FROM JANUARY)**

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

For Decision
(Pages 227 - 232)

25. **MONUMENT VISITOR CENTRE UPDATE**

Head of Tower Bridge to be heard.

For Information

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

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

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CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Tuesday, 11 December 2018

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 11 December 2018 at 11.00 am

Present

Members:

Graham Packham (Chairman)	Ann Holmes
Deputy Wendy Hyde (Deputy Chairman)	Vivienne Littlechild
Munsur Ali	Andrew Mayer
Deputy John Bennett	Wendy Mead
Peter Bennett	Sylvia Moys
Anne Fairweather	Barbara Newman
Sophie Anne Fernandes	John Petrie
Caroline Haines	Judith Pleasance
Graeme Harrower	Deputy Richard Regan
Deputy Tom Hoffman	Jeremy Simons

In Attendance

Officers:

Peter Lisley	- Assistant Town Clerk/Culture Mile Director
Julie Mayer	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
Nick Bodger	- Town Clerk's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Elizabeth Scott	- Town Clerk's Department
Andrew Buckingham	- Town Clerk's Department
Graham Nickless	- The Chamberlain's
Carol Boswarthack	- Community and Children's Services
Rob Shakespeare	- Open Spaces

1. APOLOGIES

Apologies were received from Deputy John Absalom, Sir Mark Boleat, Tijs Broeke, Alderman John Garbutt, Deputy the Reverend Stephen Haines and Mark Wheatley.

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

There were none.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held 22 October 2018 be approved as an accurate record, subject to the following amendment – Deputy John Bennett was in attendance.

Matters Arising:

Artizan Street Library Opening Hours: A Member stated that they had contributed to the Aldgate publication advising readers of the library's opening hours.

4. **DRAFT MINUTES FROM THE BENEFICES SUB COMMITTEE**

RESOLVED – That the draft minutes of the meeting of the Benefices Sub-Committee held on 5 October 2018 be received.

5. **TO APPOINT A MEMBER TO THE BENEFICES SUB COMMITTEE**

The Town Clerk was heard in respect of an outstanding vacancy on the Benefices Sub-Committee. Mr. Ian Seaton, who met the desirable criteria of being a communicant member of the Church of England, had expressed a willingness to serve.

RESOLVED – That Ian Seaton be appointed to the Benefices Sub-Committee.

6. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning the Terms of Reference and frequency of meetings of the Culture, Heritage and Libraries Committee. The report proposed adding the following to the Committee's Terms of Reference, to be brought to the Policy and Resources Committee and the Court of Common Council:

- a) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);
- b) The City of London's Outdoor Arts Programme (using the old City of London Festival Budget);
- c) City Arts Initiative (approving recommendations for artworks in the public realm);
- d) The Guildhall Yard Public Programme (event content only);
- e) City of London Police Museum (as approved by the Committee at its last meeting)

RESOLVED – That,

- a) the Terms of Reference of the Culture, Heritage and Libraries Committee be approved for submission to the Annual Meeting of the Court of Common Council, 2019, to include the additional points (a-e) as set out above.
- b) the Committee continues to meet six times per year.

7. **BREXIT UPDATE**

The Head of Barbican and Community Libraries was heard in respect of the contract established between Sopra Steria and 'Libraries Connected', which will assist non-UK nationals in applying for visas, residency and Citizenship via the capture of biometric data. Barbican and Community Libraries are amongst the UK public libraries which are participating. Shoe Lane Library had launched the service, and the Barbican Library would follow shortly.

RESOLVED – That the oral update be received.

8. **CAPITAL AND REVENUE BUDGETS 2019/20**

The Committee considered a report of the Chamberlain concerning the revenue and capital budgets overseen by the Committee. The report sought the approval of the provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee.

The Chamberlain advised that there had been increases in costs due to wage increases, changes in holiday pay for weekend working, incremental rises and re-grading. The Chairman requested a subsequent report to be submitted to the next meeting of the Committee on the 2% service-based review cuts, how they would be accomplished and what the impact of the reductions would be, in addition to the treatment of maternity pay as either a central or local risk budget item. The agreement on the next year's budget was conditional upon the Committee receiving and reviewing this additional information.

The recommendation to agree additional funding for the Guildhall Art Gallery of £269,000 in the 2019/20 revenue budgets, subject to the agreement of the Resource Allocation Sub-Committee, would be considered under the confidential item on today's agenda.

RESOLVED – That the Committee:

- a) review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- b) authorise the Chamberlain, in consultation with the Directors of Community and Children's Services, Open Spaces, and the Assistant Town Clerk and Culture Mile Director, to advise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- c) review and approve the draft capital budget;
- d) agree that any minor changes to 2018/19 latest and 2019/20 original budgets arising from the exercise be delegated to the Chamberlain;
- e) delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.

9. **DEPARTMENTAL BUSINESS PLAN 2018/19 - SIX MONTH PERFORMANCE UPDATE FOR KEATS HOUSE (REGISTERED CHARITY NO 1053381)**

The Committee received a report of the Director of Open Spaces concerning a six-month performance update by Keats House against the 2018/19 Open Spaces Department Business Plan. The update highlights progress against programmes and projects, six monthly performance indicator data and includes achievements under the business plan's three main objectives ('open spaces and historic sites are thriving and accessible; spaces enrich people's lives; business practices are responsible and sustainable.')

RESOLVED – That the report be received.

10. **KEATS HOUSE PRICING REVIEW (REGISTERED CHARITY NO 1053381) - 2019/20**

The Committee considered a report of the Director of Open Spaces concerning the proposed changes to admission prices to Keats House, and private hire rates for Keats House and Ten Keats Grove for the financial year 2019/20. Members noted that this item had been discussed at length at the Keats House Consultative Committee on 5 October 2018:

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

- There was some difference of opinion expressed about the senior concessions rate but support generally for concessions, as they could attract a more diverse and wider audience beyond the local area.
- It was noted that the concession age applied to those in full time Education, so that students who turn 18 during the school year would not be excluded.
- A Member advised that reducing the senior rate would encourage senior citizens to visit and bring their grandchildren; demonstrating an investment in younger generations.
- Members noted that Keats House did not routinely take addresses, but general face-to-face surveys conducted in the Museum captured countries and postcodes. A postcode was also required to receive the Camden preferential rate.
- Keats House would continue to work in partnership with the National Trust and the Art Fund

RESOLVED – That Members approve the proposed admission price and private hire rates outlined in the report as detailed in Appendix 2.

Ticket type	Current Charges	Proposed 2019-20 Charges
Full price	£6.50	£7.50
Senior	£5.50 (over 65s)	Included in Concession (below)
Concession	£4.50 (students, unemployed and people with a disability)	£4.50 (60 and over, students, unemployed and people with a disability)
Community rate ticket	N/A	£2 (for residents of LB Camden and the City of London)
Child	FREE (aged 17 and under)	FREE (aged 18 and under)
National Trust Member	£3.25 (tied at 50% of full price ticket)	£3.75 (tied at 50% of full price ticket)
Art Fund Member	FREE	FREE
Educational Taught Sessions	£3 per student	£2 per student

	9am-5pm	5pm-9pm
Nightingale (per hr)	£72	£128 (min 2 hrs)
Chester Room/ Keats House	Price to be determined on application against criteria to be developed by Principal Curator.	

11. **CITY OUTDOOR ARTS PROGRAMME: REVIEW OF 2018 ACTIVITIES**

The Committee received a presentation from the Cultural and Visitor Development Director and Head of Cultural Programming and Partnerships, which provided a comprehensive review of the City Outdoor Arts Programme across 2018, complementing the report considered under the next item.

The presentation also outlined events for next year's major thematic campaign and programme – *Fantastic Feats: the Building of London*. Focussing on a series of anniversaries including 125 years of Tower Bridge, 200 years since the births of Joseph Bazalgette (of London Sewers fame) and Horace Jones (architect of Leadenhall, Smithfield and Old Billingsgate Markets), and 150 years since the opening of Blackfriars Bridge and Holborn Viaduct as well as the opening of Illuminated River, the programme will celebrate the art of invention, and the monumental engineering and architectural achievements that have made London great. London Festival of Architecture, Illuminated River and Greenwich and Docklands International Festival are already secured as major presenting partners.

In addition, provisional themes for the next five years were also proposed. These included:

2020 – *Migration: a celebration of the City's communities at home and abroad;*

2021 – *A Thing of Beauty from Keats to contemporary thought* (an exploration of "beauty" – a major recurring theme of Keats work; noting the poet was born in the City and 2021 is 200 years since his death);

2022 – *Celebrate the City 2/Too* (a celebration of the City's contribution to the world, noting a number of banking anniversaries occur in this year and there

are currently central Government plans to coordinate a “Festival of Britain” type event post Brexit);

2023 – *From Dome to Dome: From Greenwich to Docklands and the City* (a celebration of anniversaries of the Millennium Dome and Docklands redevelopment and the City’s connections and partnerships with both areas);

2024 – *Poets and Hacks: the written City* (commemorating 40 years since the death of John Betjeman (who lived in Cloth Fair) and his City loves (i.e. City churches), extending this theme to include Fleet Street and the story of the newspaper industry);

RESOLVED – That the presentation be received, and its contents noted.

12. **CITY ARTS PROGRAMME - REQUEST FOR CONTINUANCE OF FUNDING**

The Committee received a report of the Assistant Town Clerk and Culture Mile Director concerning a request for continued funding for the City Outdoor Arts Programmes for a further five years after the current funding agreement ends (2020/2021).

Future proposed programmes include Migration (2020), a celebration of the City’s diverse communities; A Thing of Beauty (2021), focusing on Keats; Celebrate the City Too (2022) to celebrate creativity and innovation in the City; Dome to Dome (2023) and Poets and Hacks (2024) (as noted in Item 11).

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

- A Member was pleased to see the focus on women and diverse histories such as Black History Month being addressed in the arts programming, suggesting also that the positive elements of diversity that have existed for centuries should also be highlighted.
- In response to a Member’s question, the Cultural and Visitor Development Director advised that some events, such as Pearly Kings and Queens and Cart Marking, cannot accommodate larger crowds because of the limitations of the Guildhall Yard or the event’s overall footprint. It is therefore not possible to promote these events widely for health and safety reasons, as well as to save potential disappointment for audiences who may try to access them unsuccessfully. In response to a second part to this Member’s question, the Director advised that the self-guided walks leaflets produced by the Visitor Development Team would continue but that, with budgetary constraints, it may be necessary to prioritise which walks are continued (based on their popularity).
- A Member suggested making more use of Leadenhall Market as it is covered and dry. Another Member shared a similar idea, suggesting linking properties to people/ groups and milestone dates to engage the public with City buildings.

- The Director advised that the team is currently assessing how Leadenhall Market might be animated further, noting that events need to work around weddings and other major occasions which are regularly hosted by businesses in the Market.

RESOLVED – That the Committee,

- a) approve a further five years funding of the City Outdoor Arts Programme from 2020/2021 (when the current funding arrangement ends) to 2024/25 inclusive, noting the current annual budget (2018/19) is £376,000;
- b) invite officers to bid for another five-year term of funding after three years of the new term (2022/23), to enable future planning and the ability to secure opportunities as they arise.

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

The Committee considered a report of the Assistant Town Clerk and Culture Mile Director which outlined the recommendations of the City Arts Initiative to the Committee re proposals for public art projects.

RESOLVED – That the Committee,

- a) note the application for the Green Finance Sculpture, acknowledging that the CAI may not recommend, and the Committee may not approve or decline applications for public art on private land;
- b) ratify the City Arts Initiative's recommendations in relation to the other two proposals as follows:
 - Tideway, Black Stages: approve
 - Tideway, Poetry: approve, subject to confirmation of the final font and font size being received by the CAI for comment.

14. INSPIRING LONDON THROUGH CULTURE: REVISIONS TO ELIGIBILITY CRITERIA

The Committee considered a report of the Assistant Town Clerk and Culture Mile Director concerning seeking approval for amendments to the awarding criteria of the *Inspiring London Through Culture* theme of the Central Grants Programme.

RESOLVED – That the Committee approve the amendments to the Inspiring London through Culture eligibility criteria as tracked in appendix 1.

15. CITY VISITOR STRATEGY - 2019/23

The Committee considered a report of the Assistant Town Clerk and Culture Mile Director, which sought the Committee's approval and comments of the new draft of the City of London Visitor Strategy for 2019-2023.

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

- Sport was not covered by any City Corporation Committee and there were mixed views as to whether it should fall within the remit of the Culture, Heritage and Libraries Committee, as it might divert funding from Culture. Members noted that the hosting of high-profile sporting events such as the 2012 Olympics London Landmarks Half Marathon and Tour de France would continue, and that Visitor Development will continue to play a role in these, delivering the visitor welcome. The Cultural and Visitor Development Director also advised that City workers generally were very interested in sport, but that space restraints in the City can preclude a lot of activity (i.e. the lack of pitch size areas for field events). The Outdoor Arts Programme will continue to seek to deliver sporting activity for workers within these limitations.
- In specific relation to the Strategy, it was also suggested that fashion be promoted more strongly in the City; i.e. the unique Petticoat Lane and Spitalfields offers.
- A Member expressed concern regarding the impact of coaches on the City's efforts to be a Zero Emission Zone. The Director advised that the relevant City departments had been consulted on this matter.

RESOLVED – That the Committee,

- a) approve and provide feedback on the draft City of London Visitor Destination Strategy (2019-2023) as shown in appendix 1; and
- b) note that the Committee will be asked to approve any significant amendments arising from the committee journey detailed in the report, endorsing the Strategy's submission to the Court of Common Council in the spring of 2019.

16. REVISIONS TO GUILDHALL ART GALLERY'S COLLECTIONS DEVELOPMENT POLICY

The Committee considered a report of the Assistant Town Clerk and Culture Mile Director concerning the revision of Guildhall Art Gallery's collection development policy. The policy has been adjusted to reflect the Gallery's commitment to having a collection that reflects wider London.

RESOLVED – That the Committee review and approve the revised Collection Development Policy.

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

The Chief Commoner advised that there will be a volunteers reception on Wednesday 30 January 2019 from 18:00-19:30. The Chief Commoner encouraged Members and Officers to make volunteers aware of the event so their work can be acknowledged.

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

There was no other business.

19. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
20-22	3
25	1-4

20. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 22 October 2018 were approved.

21. **DRAFT NON-PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE**

The non-public minutes of the Benefices Sub-Committee Meeting held on 5 October 2018 were received.

22. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO.1035628) AND MONUMENT PERFORMANCE REPORT APRIL TO SEPTEMBER 2018**

The Committee received a report of the Director of Open Spaces relative to Tower Bridge and Monument Performance Report for April to September 2018.

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

There were no questions.

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

There was no other business.

25. **GUILDHALL ART GALLERY**

A report was considered of the Assistant Town Clerk and Culture Mile Director.

The meeting ended at 1.15 pm

Chairman

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Committees	Dated:
Culture, Heritage and Libraries – For Information Community and Children’s Services – For Information	25.03.2019 08.02.2019
Subject: Update on the City of London Corporation crowdfunding project	Public
Report of: Andrew Carter – Director of Community and Children’s Services Peter Lisley – Director of Major Projects	For Information
Report author: Simon Cribbens – Assistant Director, Community and Children’s Services	

Summary

This report updates Members on a crowdfunding initiative delivered for the City of London Corporation by the organisation Spacehive. In its first year, the project operated in a limited geographic area under the brand “Our Aldgate”. To increase its potential to deliver for communities and the City Corporation’s strategic objectives, the project will expand in its second year to offer opportunity across the Square Mile under the brand “Our City”.

Recommendation

Members are asked to:

- note the report.

Main Report

Background

1. In 2018 the Department of Community and Children’s Services (DCCS), working with the Department of the Built Environment and Town Clerk’s - Cultural Services, commissioned a pilot project to explore the use of crowdfunding as a way of allocating grants, by encouraging and supporting community organisations to put forward ideas and leveraging in additional funding from businesses, individuals and funding bodies.
2. Crowdfunding uses an internet-based platform to seek funding or investment for promoted projects. The delivery of such a platform was secured by a procurement exercise that appointed the organisation Spacehive (<https://www.spacehive.com/>) - a crowdfunding specialist supporting community and civic projects.

3. To support the project, and leverage additional funding, it was agreed by Members of Community and Children's Services in February 2018 to provide £30,000 of the unallocated Stronger Communities Grant (SCG) to provide match funding (capped at £3,000 each) for new initiatives.
4. The nature of projects is determined by those that propose them. However, the allocation of SCG funding is only to those that meet the criteria of that fund and pass the assessment of the Central Grants Unit.
5. Members also agreed that the initial focus of the crowdfunding pilot would be the Aldgate area, under the brand "Our Aldgate". This reflected not only the higher levels of need and diversity in that part of the City, but also a desire to encourage community activity to balance the very high level of business development in the area, and to promote the new Aldgate Square as a community hub.

Current Position

6. The project has attracted considerable interest from potential proposers and funders. Activity in 2018 includes:
 - two local successful crowdfunding campaigns worth £19,990 with 97 local backers
 - the allocation of £3,000 SCG funding to an oral history project that has levered in an additional £12,000
 - the allocation of £1,000 SCG funding to support the set-up of a community café that has levered in an additional £12,380
 - two live crowdfunding campaigns that have 332 backers and have raised £9,400
 - a pipeline of over 10 diverse projects, including a Bengali Mela, sculpture and community activities.
7. To date over 300 backers have pledged just over £48,000 to projects in the Aldgate area.
8. Officers committed to review progress of the project in year one to inform its year two delivery. The review noted the constraints on the project placed by the restriction to the Aldgate area. Spacehive's delivery for other local authorities has been authority-wide and helped them support projects to the value of £8m.
9. In response to the review of progress, officers from DCCS and the Town Clerk's Cultural Services division have agreed to expand the second-year operation to work across the whole of the Square Mile. The project will be rebranded under the title "Our City" and its delivery is being supported by total funding of £23,000 from DCCS and Town Clerk's Cultural Services.
10. The expanded project will launch in February 2019. This will greatly increase the opportunities for projects and proposals across the Square Mile, including those that may be proposed by the City's community of workers and businesses.

11. The Our City platform will provide a wider range of City communities with the opportunity to develop ideas of their own - challenging traditional programming approaches that can be seen to dictate cultural and community events and activities. As such it aims to secure projects that are more relevant and secure better participation or attendance.
12. The project's governance in year two will be expanded to include officers from Cultural Services. This will ensure that the opportunity for crowdfunding can be promoted to organisations across the City Corporation's portfolio of cultural partners. It will also enable the identification of projects that may deliver to Cultural or Visitor Strategy objectives, complement existing cultural programmes (such as the City's Outdoor Arts Programme), and/or meet the business plan objectives of other departments – and so may attract support from local risk budgets or other pots.
13. DCCS will continue to monitor Spacehive to ensure it delivers the commitments they have set out, and the City Corporation's strategic objectives.
14. The Town Clerk's Cultural Services Division will offer its expertise to those proposing cultural events on the platform, enabling organisers to deliver the best outcome for projects.

Corporate & Strategic Implications

15. The "Our City" project supports the on-going commitment of the City Corporation to work with communities to identify projects, events and activities that reflect their ambitions and needs. It contributes to the achievement of the Cultural Strategy objective of "widening audiences", specifically the action to *Provide opportunities for our communities to engage with and inform cultural output – engendering a strong sense of ownership, pride of place and widening participation*. It also supports the Corporate Strategy commitments to a flourishing society, an outstanding environment and thriving economy.

Conclusion

16. The expansion of the City Corporation's Crowdfunding initiative aims to maximise the opportunity and diversity of projects delivered in the Square Mile to the benefit of all City communities, and to contribute to the achievement of the Corporation's Corporate Strategy objectives.

Appendices

- None

Background Papers

"Stronger Communities and Small Grants Programme" - Community and Children's Services 09/02/2018

Simon Cribbens

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision	25/03/2019
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Director of Major Projects	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 12 December 2018. At this meeting, no public art applications were submitted for the group's consideration. However, the following question, referred by your Committee in October 2018 to the CAI, was discussed:

Should further requests for funding be endorsed by your Committee in support of the statues of Sylvia Pankhurst (Clerkenwell) and Mary Wollstonecraft (Newington Green), noting a recommendation to support would result in a bid being taken forward to your Policy and Resources Committee.

Following the motion passed at Court of Common Council in June of this year for the commissioning of an appropriate City-sited artwork highlighting the achievements of women (a proposal your Committee has tasked the CAI to develop); the CAI recommends that no further funding be given to either of the above-mentioned statues as both fall outside of the City's boundaries and so do not specifically advance the objective to better recognise women within the City's own public realm.

Furthermore, noting the many cultural priorities with a call on City Corporation funding at present and a fuller understanding of the potentially significant cost of the commission and its installation, the CAI strongly urges Members to award any available funds for public art and/or the recognition of women to the Court proposal when this is fully developed and presented (anticipated by end 2019).

Recommendation(s)

Members are asked to:

- Ratify the City Arts Initiative's recommendations to decline endorsing further funding requests for the statues of Sylvia Pankhurst and Mary Wollstonecraft.

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 2018, 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.
4. At the Culture, Heritage and Libraries Committee (CHL) meeting on 22 October 2018, your Committee considered two requests for funding. They were for a Sylvia Pankhurst statue to be located in Farringdon (which has already received a grant of £10,000 from the City Corporation) and for a statue of Mary Wollstonecraft to be located in Newington Green.
5. Members referred the requests to the CAI requesting it bring a recommendation back to your Committee after it had fully considered the Court of Common Council motion passed in June of this year (to develop a proposal for an appropriate City-sited artwork highlighting the achievements of women) which your Committee also referred to the CAI in October last year.

Current Position

6. A sub-group of the CAI was formed in November 2018 to consider the Court motion. Its inaugural meeting will take place on 28 January 2019.
7. Chaired by your Deputy Chairman, those invited to be part of the group are recognised visual arts, architectural, public realm, heritage, women's rights and logistics experts, including the Co-Director of Sculpture in the City, the Head of Visual Arts at Barbican, the Director of Artichoke, the Director of the Illuminated River Foundation, the Chief Executive of the Fawcett Society, the Director of Museum of London, the Mayor of London's Senior Manager for Cultural Infrastructure and Public Realm, the City Corporation's Cultural and Visitor Development Director, its Assistant Director (Environmental Enhancement), Head of Guildhall Galleries, and Traffic Manager, and CHL Members Anne Fairweather and Jeremy Simons.
8. Acknowledging that the CHL Committee request to the CAI was to consider the Pankhurst and Wollstonecraft statue applications following deliberation over the City-based commission, the enthusiasm of the statues' supporters for

an immediate in-principle pledge and the CAI's concern that the commission be considered independently to ensure the best outcome for the City has necessitated early assessment of the two funding requests. The issue was therefore considered at the CAI's meeting on 12 December 2018.

Proposals

Recommendation for funding for statues of Sylvia Pankhurst and Mary Wollstonecraft:

9. The CAI recommends that, in view of the proposed commission currently under consideration by the newly-appointed, expert sub-group of the CAI described above, no further funding be given to either of the above-mentioned statues as both fall outside of the City's boundaries and so do not specifically advance the objective to better recognise women within the City's public realm.
10. Furthermore, noting the many cultural priorities with a call on City Corporation funding at present and a fuller understanding of the potentially significant cost of the commission and its installation, the CAI strongly urges your Committee to endorse the award of any available funds for public art and/or the recognition of women to the new proposal when this is fully developed and presented (anticipated by end 2019).

Corporate & Strategic Implications

11. The City Arts Initiative was formed to support the City's management of public art which, in turn, supports the delivery of the City's Cultural and Visitor Strategies.
12. The delivery of a solution that better recognises the achievements of women within the City's public realm aligns with the City Corporation's Corporate Plan's aim to "contribute to a flourishing society" specifically fulfilling the outcome "people have equal opportunities to enrich their lives and reach their full potential" in that it will help us to "promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities".
13. While support of the Sylvia Pankhurst and Mary Wollstonecraft statues would also do this and fulfil our supporting London agenda, it was felt that there is a greater need to redress the lack of recognition of women within the City's own public realm first.
14. It should be noted that support of the statues in Clerkenwell and Newington Green – while laudable – would make less of a statement about the City Corporation's commitment to equality and inclusion than an installation located within the City itself, and that, furthermore, funding of the Pankhurst and Wollstonecraft statues would, inevitably, detract from any investment that may be made in a City-sited proposal.

Conclusion

15. This report summarises the discussions of the City Arts Initiative on 12 December 2018 and presents recommendations in relation to the question referred to the CAI by your Committee on 22 October last year.
16. It recommends that no further funding is awarded to the Sylvia Pankhurst statue to be sited in Clerkenwell and that no funding is awarded to the Mary Wollstonecraft statue in Newington Green because this will detract (in investment terms) from the City Corporation's commitment to better recognise women within the City's public realm – a proposal for which is currently being developed by an expert sub-group of the City Arts Initiative.

Appendices

- None submitted

Background Papers

- Statue recognising the Role of Women in the City; report of the Town Clerk to the Culture, Heritage and Libraries Committee on 22 October 2018

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision Open Spaces and City Gardens – For Decision	25/03/2019 08/04/2019
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Assistant Town Clerk and Director of Major Projects	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 21 February 2019. At this meeting, the CAI considered public art proposals 1 to 4 (below) and, subsequent to the meeting, proposals 5 and 6:

- 1. River View:** approval for *Liminal*, the winning entry of the London Festival of Architecture (LFA)/City of London River View Competition to animate the North Thames Path in conjunction with Illuminated River;
- 2. Wayward, Smithfield Rotunda:** approval for a bespoke 'glass house' with informal stage, modular seating and tables and entrance design elements commissioned by the City Corporation's Public Realm team;
- 3. Volo – Dreams of Flight:** approval for an immersive, virtual reality swing experience commissioned by the City Corporation's Cultural and Visitor Development team (CVDT) and Culture Mile;
- 4. Sculpture in the City:** approval for the shortlisted artworks for the project's ninth edition, launching June 2019;
- 5. London Festival of Architecture – Benches:** approval for five benches to be installed in June in the Cheapside footprint; and
- 6. London Festival of Architecture – St Paul's Plinth:** approval for the installation of new artwork within the existing frame at St Paul's station.

The following application was considered by the CAI between meetings:

- 7. 22 Bishopsgate:** an artistic design for a wind mitigation device, to be situated at the south west corner of the building on private land.

Recommendation(s)

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

- Ratify the City Arts Initiative's recommendations in relation to proposals 1 to 6 above as follows:
 - **River View:** approve subject to final consent from City engineers, and Highways and Planning Teams;
 - **Wayward, Smithfield Rotunda:** approve, subject to final consent of the City Gardens Team;
 - **Volo – dreams of flight:** approve subject to final consent from City Gardens, Highways and Public Realm Teams;
 - **Sculpture in the City:** approve shortlist in principle and subject to necessary permissions and licences from Highways and Planning Teams, and the City Gardens Team, noting the serious concerns from the Director of Communications over some works appearing on the shortlist;
 - **London Festival of Architecture – Benches:** approve subject to final consent from the Highways and City Gardens Teams and implementation of recommendations; and
 - **London Festival of Architecture – St Paul's Plinth:** approve subject to final consent from Planning and Engineering Teams.
- Note the application for **22 Bishopsgate** acknowledging that the CAI may only comment and not recommend, and that your Committee may not approve or decline applications for public art on private land.

Members of the Open Spaces and City Gardens Committee are asked to:

- Approve the proposals agreed in principle by the Culture, Heritage and Libraries Committee for *Volo – dreams of flight*, *Sculpture in the City* (at relevant sites) and *London Festival of Architecture – Benches*, delegating authority to the Director of Open Spaces to sign off installation subject to satisfactory details and plans being received.

Main Report

Background

1. The City Arts Initiative (CAI) 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. The CAI comprises elected Members drawn from your Committee and relevant officers across planning, highways, open spaces, and cultural and visitor development, as well as those with specific expertise in the visual arts.

3. At your Committee in May 2018, 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.
4. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Current Position

5. The CAI met on 21 February 2019 to consider the proposals outlined below excepting those submitted by London Festival of Architecture which were received following the meeting and considered by the CAI via email.
6. Full-colour visual representations of the proposed artworks are circulated electronically with this report and available in appendices 1 and 2. Full details of all the applications to the CAI are available on request from the Assistant Town Clerk and Director of Major Projects.

Proposals

River View

7. The CAI received a proposal for siting *Liminal* by Wolfgang Buttress, the winning design from a competition commissioned by the City Corporation's Cultural and Visitor Development Team (CVDT) and run by the London Festival of Architecture (LFA). This new commission is designed to complement the *Illuminated River* project launching in July, the LFA (running throughout June) and the City's own *Fantastic Feats* outdoor arts programme (running June through November).
8. *Liminal* will be sited in front of the City of London Boy's School from June to September 2019.
9. *Liminal* blurs boundaries between 2D, 3D and 4D using a variety of mirrored, bright, satin and matt aluminium panels that focus and alter viewers' perceptions and experience of the river. As well as the 6.5m long x 4.5m tall x 0.7m deep sculpture, a live data feed from an underwater sonar that captures the life and flow of the river, will be sent to an app, expressing the life of the Thames through sound and light on visitors' mobiles and tablets.
10. No power supply or network is required for this installation; it is a weather-proof, ruggedized system. No maintenance is required other than a wash with soapy water as requested or required.
11. The proposal is fully funded by City of London Corporation and Rothschild Foundation. Wolfgang Buttress has also secured further funding from The International Aluminium Institute.

12. The CAI recommends that this proposal be approved in principle, subject to final consent from City engineers and Highways and Planning Teams.

Wayward, Smithfield Rotunda

13. The CAI received a proposal from the Public Realm team for a bespoke 'glass house' with informal stage, modular seating and tables and entrance design elements to be sited in Smithfield Rotunda Garden from May to September 2019.
14. The Wayward are a collective of designers, artists and urban growers, experienced in 'placemaking' initiatives. Their proposal supports the Culture Mile's Look and Feel Strategy outcomes, including improving wayfinding, enhancing outdoor spaces for public art, play and programming, and supporting community participation, as well as Culture Mile summer programming. The proposal will enhance the visibility and public amenity of the garden with unique design elements and a community greening initiative.
15. The proposal will be funded by the Culture Mile Look and Feel Experiments budget, subject to approval by committees.
16. Maintenance will be agreed between Wayward and City of London officers with a clear maintenance plan devised.
17. The CAI recommends that this proposal be approved, noting that Open Spaces and City Gardens Committee, Streets and Walkways Sub Committee and Projects Sub Committee have already approved it.

Volo - dreams of flight

18. The CAI received a proposal for four immersive virtual reality swing experiences to be placed in public spaces from 18-22 June 2019.
19. The swings are hung from a sculptural structure in each location and riders will wear virtual reality headsets to be transported through one of four dream experiences, each inspired by Leonardo da Vinci's flying machines.
20. The footprint of each site is 6.959 x 3.848m. The applicant will work closely with your City Gardens team to identify four suitable trees for the swings to be rigged to. While in operation, two operators will be present to give instruction, manage crowds and monitor health and safety.
21. The proposal is a commission by the CVDT as part of the *Fantastic Feats* programme and is funded by the City of London Corporation and Culture Mile. A funding application to Arts Council England has also been submitted.
22. The CAI recommends that this proposal be approved in principle subject to final consent from your City Gardens, Highways and Public Realm teams.

Sculpture in the City

23. The CAI received a presentation on the shortlisted artworks for *Sculpture in the City*'s ninth edition. The shortlist comprises 32 works with visual of these provided separately from other applications in this report in Appendix 2. The artworks were selected by the project's Art Advisory Board and agreed with *Sculpture in the City*'s funding partners prior to their submission to the CAI.
24. The project is funded by the City Corporation in partnership with local businesses, largely in the Eastern City Cluster area.
25. It should be noted that the final installed exhibition will not include the full shortlist. The final works for installation will be selected from the shortlist based on their technical feasibility and through negotiations with landowners on locations. The works will be installed in locations around the Eastern City Cluster.
26. The shortlist was reviewed by City Highways and Planning teams to ensure it meets the City's technical, planning and access requirements. The project team will continue to consult the relevant internal teams as and when locations for the artworks are determined.
27. Serious concerns were raised both by the CAI and the Director of Communications over some works appearing on the shortlist. An ongoing discussion regarding these artworks is taking place in consultation with the Sculpture in the City Partner Board and the Head of Media.
28. The CAI recommends that the shortlist be approved in principle, despite the concerns of the Director of Communications, and subject to necessary permissions and licences from Highways and Planning Teams and final consent from City Gardens (as relevant).

London Festival of Architecture: Benches

29. The CAI received a proposal for five benches to be sited within the Cheapside footprint from 1-30 June as part of the London Festival of Architecture.
30. Architecture and design students, recent graduates and emerging practices from across London were invited to submit a bench design to enliven the public realm of the Cheapside area. The five winners were selected from 80 entries to the competition by a panel of experts. The benches will be constructed predominantly from wood.
31. The project is funded by Cheapside Business Alliance.
32. Five sites have been identified following a site visit with your Highways Team and the benches have been assigned as follows:
 1. Anna Janiak Studio: in front of 150 Cheapside
 2. Delve Architects with Will Drayson: in front of Bloomberg building

3. Sarah Emily Porter: in front of Royal Exchange
4. Armor Gutierrez Rivas: Bow Church Yard
5. Astrain Studio: Cheapside Sunken Garden

Please see the appended map for exact locations and designs (Appendix 1). Two designs, 6 and 7 have been selected as backup options.

33. The CAI recommends that this proposal be approved in principle subject to final consent from your City Gardens (as relevant), Highways and Public Realm teams and the following recommendations and conditions:
 - a. For benches containing plants and flowers, a watering schedule should be planned, and each bench should be maintained and cleaned throughout the month, particularly bench 5 under the tree in the sunken garden.
 - b. Pedestrian flow must not be compromised by larger benches and 2m access around the benches on all sides should be accommodated.
 - c. A dimension has not been provided for the height of the lower L-section of bench 4. It should be at least 1.5m above ground level to enable a person who is blind or partially sighted to detect it using a cane. Consideration could also be given to highlighting the corners with a contrasting colour.
 - d. As bench 4 appears to not be fixed to the floor there may be a risk of tipping over. A relevant risk assessment must be undertaken and consent for solutions by obtained from the City's Highways Team and City engineers.
 - e. There should be a clear plan in place for the removal of the benches on 30 June.

London Festival of Architecture: St Paul's Plinth

34. The CAI received a proposal for a new installation within the existing metal frame on the traffic island at St Paul's station as part of the London Festival of Architecture.
35. The installation consists of 35 angel sculptures that sit on wooden seats/bars randomly arranged and fixed to the existing wire grid. The connection with the existing wire frame will be designed in a way so that the individual angel sculptures cannot move in the wind. The work will be produced and installed by KHBT Architects. The drawings and the risk assessment documents will be checked by a City engineer. On delivery, the installation will be checked to ensure it is safe for public use.
36. At the point of deinstallation (responsibility of KHBT Architects), the installation will become the property of the competition winner.
37. The structure is being designed to be maintenance-free during the duration of the London Festival of Architecture (June 2019). Thereafter, should the installation be granted planning permission, it is envisaged that a simple spray cleaning might be required similar to the St Paul's Gateway project.

38. The designers of the current structure, known as St Paul's Gateway, ScottWhitbyStudio and Arup, have given their consent for the frame to remain in situ and be used by the London Festival of Architecture to install the new artwork.
39. The London Festival of Architecture have requested that the new artwork and frame remain in place until March 2020. A planning application will be submitted on 18 March 2019.
40. The CAI recommends that this proposal be approved in principle subject to planning permission being granted and the following considerations:
 - a. LFA and KHBT Architects to liaise with your City Gardens and Highways Teams regarding installation dates so summer planting activity can be planned around the installation date and that there are no clashes with major events being held.
 - b. Current planning permission for the main structure expires on 30 July 2019, a condition on the current permission requires that the art installation permitted shall be removed and the land restored to its former condition on or before 30 July 2019. New planning permission is required to retain the main structure as well as the above proposed artwork.
 - c. The structure must be sufficiently weatherproof, particularly in respect to high winds, to ensure it does not become dangerous to the public.

22 Bishopsgate

41. The CAI received a proposal for an artistic design for a permanent wind mitigation device, to be situated at the south west corner of 22 Bishopsgate.
42. The structure is inspired by the natural wind mitigating properties of trees, with the plates of the wind structure becoming canopies of foliage and the vertical supporting beams the trunk and branches of a sheltering tree. The tree, a Poplar, will primarily be fabricated in steel, with aluminium used for the angled foliage plates. It is proposed that the trunk and branches will be painted maroon and the foliage plates gold.
43. The CAI may comment on but not recommend, and your Committee may not approve or decline applications for public art on private land. This application is for informational purposes only but is subject to standard planning application procedures.

Corporate & Strategic Implications

44. 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

45. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 21 February 2019

Appendices

- Appendix 1: CAI Images, 21 February 2019
- Appendix 2: *Sculpture in the City* Ninth Edition shortlist, 21 February 2019

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.

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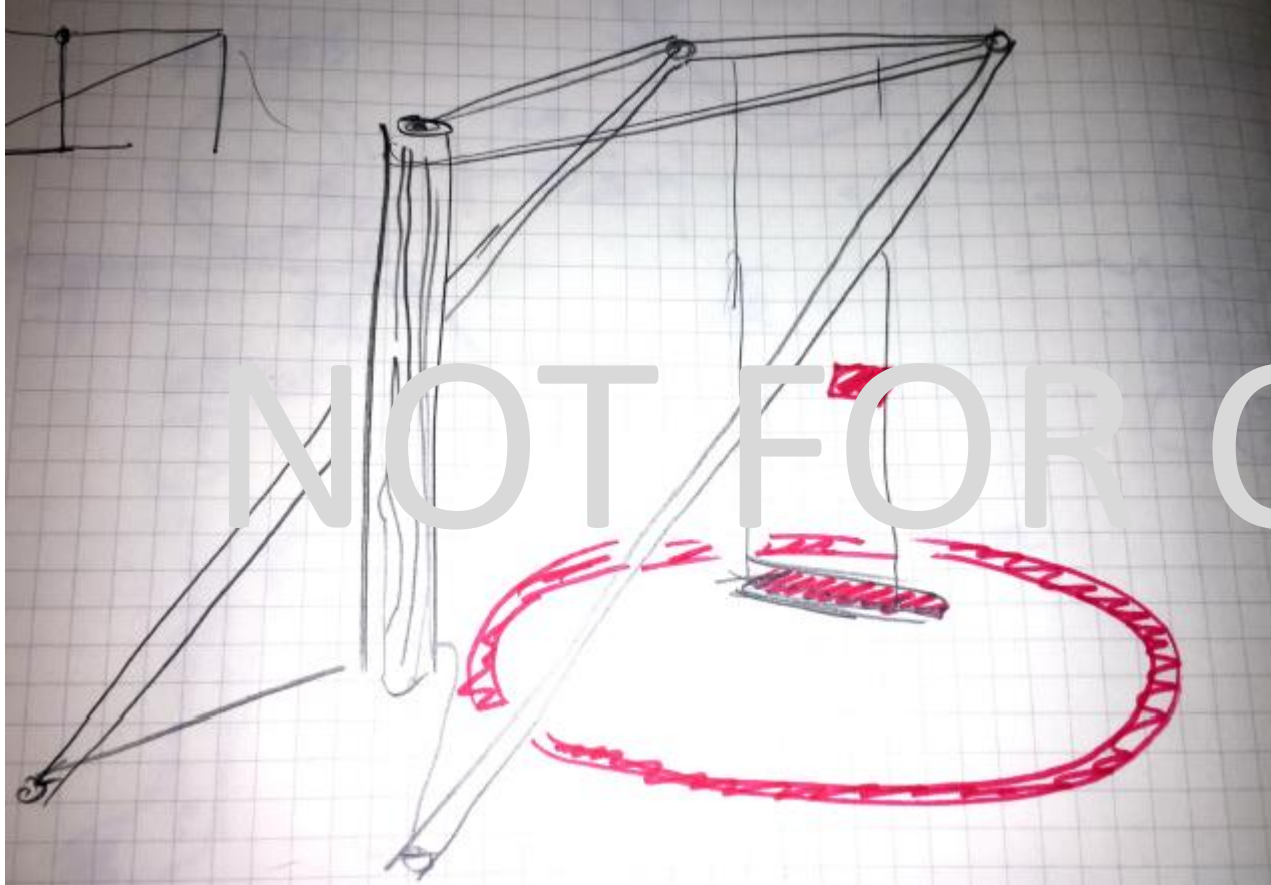
River View, *Liminal*



Wayward, Smithfield Rotunda



Volo – dreams of flight

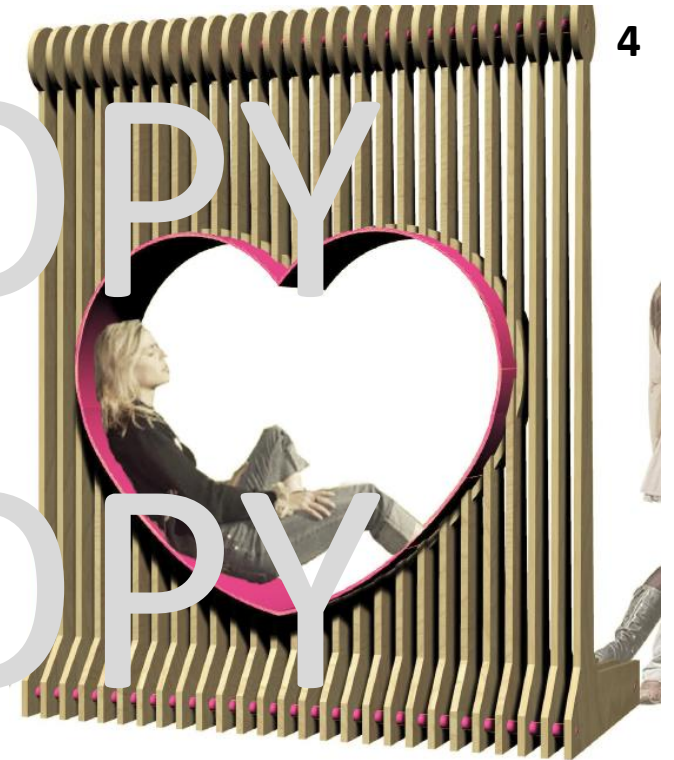


London Festival of Architecture: Benches
Locations



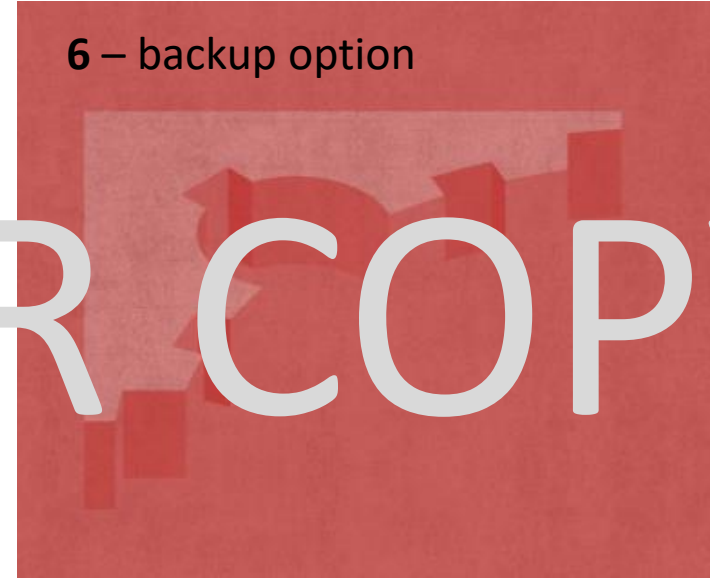
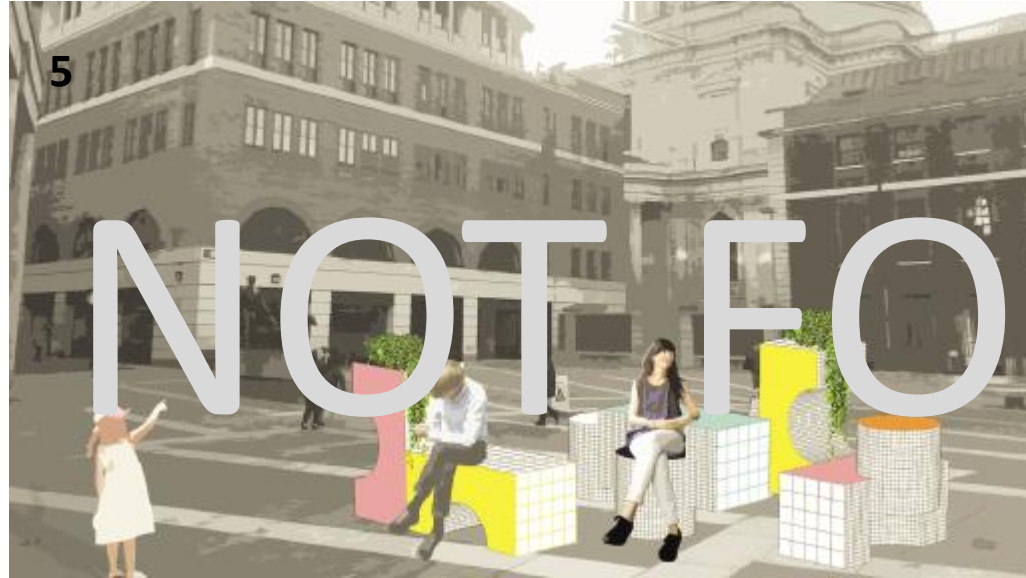
London Festival of Architecture: Benches

Bench designs

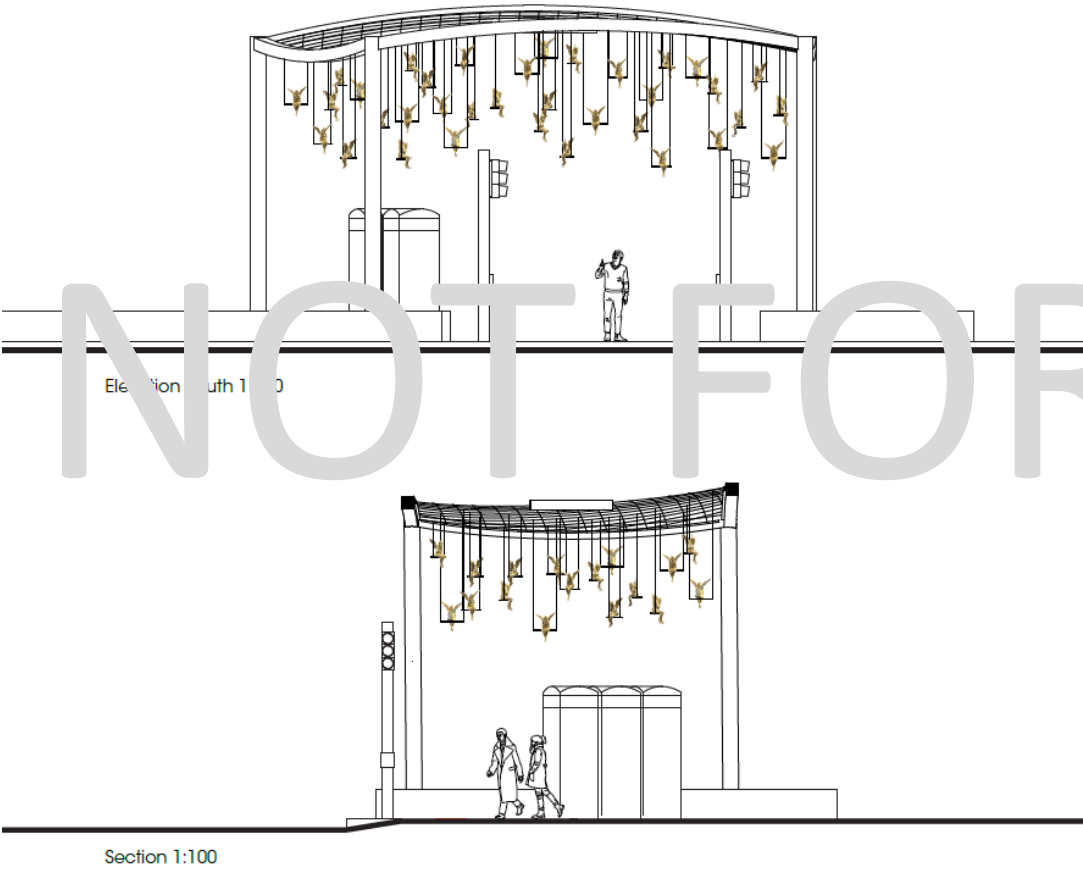


London Festival of Architecture: Benches

Bench designs



London Festival of Architecture: St Paul's Plinth



22 Bishopsgate



NOT FOR COPY

SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

Further details on the artworks can be provided upon request.

Bridging Home, Do Ho Suh



How To Make Money Religiously, Laure Prouvost



***Site of the Fall -
study of the
renaissance garden:
Action
180: At 9:15 am
Sunday 28 May 1967,
Reza Aramesh***

Reclining Nude I, Kevin Francis Gray



SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

Abstract Mass, Nina Saunders



Unnamed, Nathan Coley



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Series Industrial Windows I, Marisa Ferreira



Stagnight,
Michael Lyons



SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist



It Was Only a Matter of Time Before We Found the Pyramid and Forced It Open, Salvatore Arancio

Goetzbau, David Gates / The Rural of Art & Lothar Götz



The Same for Everyone, Nathan Coley



The Spectacle, Jonathan Trayte



SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

Count Down Dialogue,
Tatsuo Miyajima



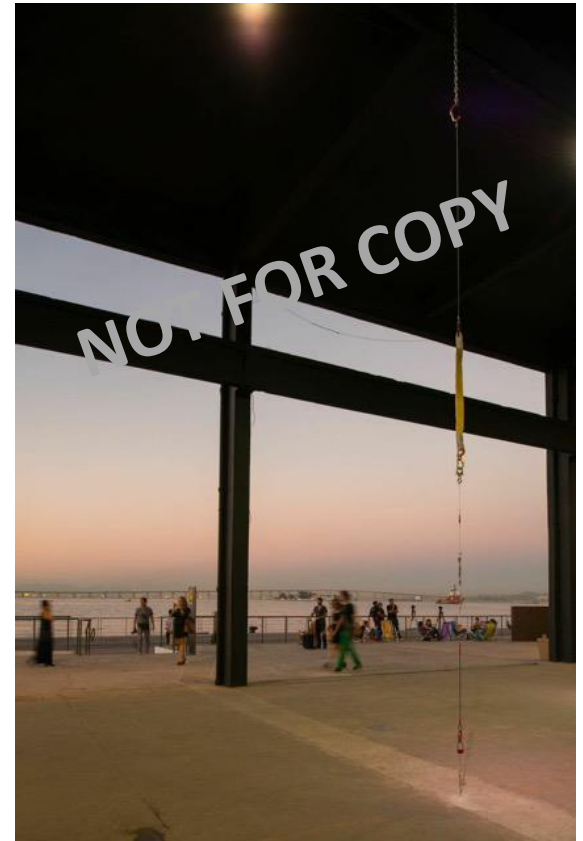
The Source, Patrick Tuttofuoco



Space Time, Patrick Tuttofuoco



Hardware Seda, Jac Leirner



SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

Arcadia/ Heaven, Leo Fitzmaurice



One of the two Lawrence Weiner artworks for selection:

WITHIN A REALM OF RELATIVE FORM, Lawrence Weiner



Artwork text:

A PURSUIT OF A FORM
AN ESSENTIAL COMPRESSION OF A FORM
AN ESSENTIAL EXPANSION OF A FORM
A DEGRADATION OF A FORM
AN OBJECTIFICATION OF WHICHSOEVER FORM
ALL TOGETHER NOW

FOUND ALONE AFTER ANY GIVEN TIME, Lawrence Weiner



Artwork text :

FOUND ALONE AFTER ANY GIVEN TIME
FOUND MIXED + MATCHED AFTER ANY GIVEN TIME
FOUND DUE TO PROXIMITY AFTER ANY GIVEN TIME
FOUND DUE TO ITS NATURE AFTER ANY GIVEN TIME
FOUND BY CHANCE AFTER ANY GIVEN TIME
FOUND TO MAKE DO WITH AFTER ANY GIVEN TIME
FOUND WHERESOEVER IT IS AFTER ANY GIVEN TIME

The Garden of Floating Words, Elisa Artesero



The poem reads:
'You've gone
Touching Leaves
In the
Moonlight'

SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

'Dutch / Light (for Agneta Block)', Jyll Bradley



Arena, Benoît Maubrey / Die Audio Gruppe



Forwards Not Backwards, Sam Durant



Untitled (Trom Bell), Steven Claydon



Untitled (Juniperus virginiana), Virginia Overton



Borrowed Spaces, Martin Cordiano

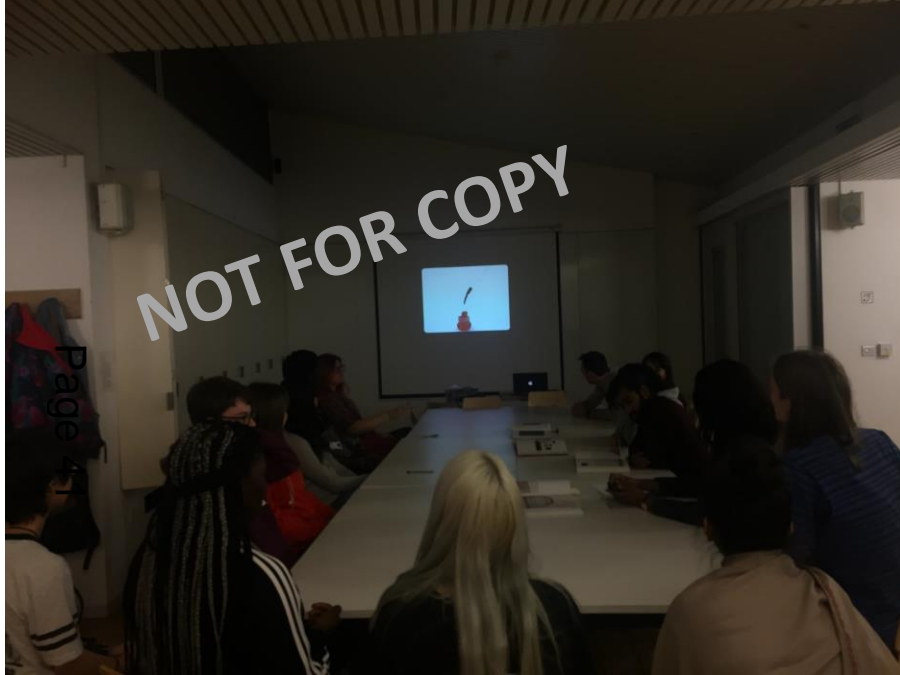


SCULPTUREIN THE CITY

Appendix 2: 9th Edition shortlist

For Nocturnal Creatures 2019

LGBT + WALKING GROUP (*notice me*), Guillaume Vandame



***On Air*, Graeme Miller**



SCULPTURE IN THE CITY

Appendix 2: 9th Edition shortlist

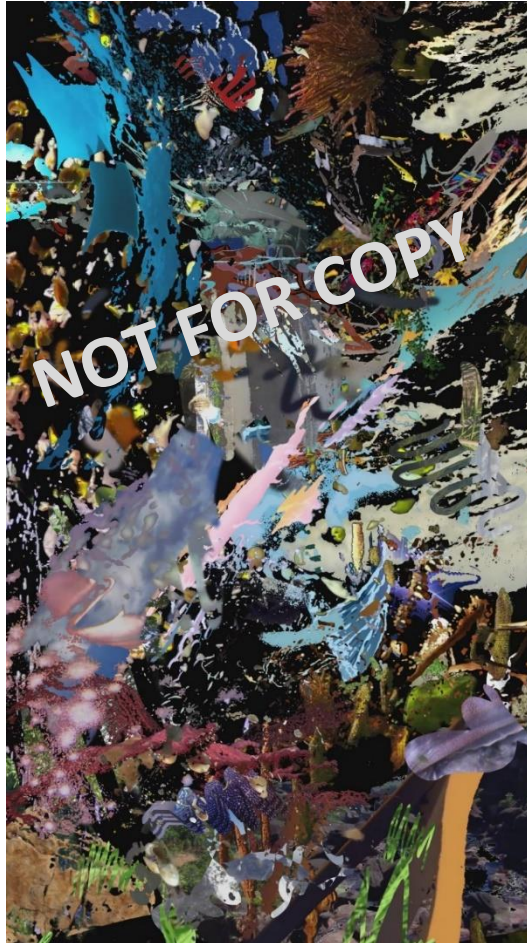
Mixed-Media artworks

Shapeshifting, Liu Wei



Page 42

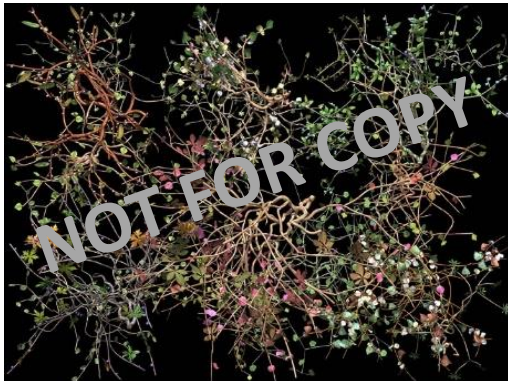
Not yet Titled, Borna Sammak



Botanic 6, Jennifer Steinkamp



Diaspore 3, Jennifer Steinkamp



Bouquet 4, Jennifer Steinkamp



Committee(s)	Dated:
Culture, Heritage and Libraries	25/03/2019
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 Director of Major Projects	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 for its current funding round on 11 January 2019. Applications were assessed by a panel of expert officers, your Chairman of the Culture, Heritage and Libraries and external assessors on 27 February following due diligence checks by the City's Central Grants Unit (CGU) which oversees the scheme. This report notes grant decisions following that meeting.

Recommendations

Members are asked:

- To note the grants approved 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 1) 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 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. On 14 May 2018 your Committee approved to delegate grant decisions for awards of £10,000 or less to the Assistant Town Clerk and Director of Major

Projects in consultation with the Chairman and Deputy Chairman of the Culture, Heritage and Libraries Committee.

4. The panel met on 27 February 2019 comprising City Corporation officers, the Cultural and Visitor Development Director (chairman), your Chairman and external assessors.
5. For this *Inspiring London through Culture* funding application round, the City Corporation received 23 applications totalling £208,000.
6. The budget for *Inspiring London through Culture* was £139,000 for 2018/19. In September 2018 £42,200 applications were approved leaving £96,800 remaining in the budget.
7. In order to meet the demand of this round, officers consulted with the Chairman and Deputy Chairman of the Finance Committee to seek approval of an early transfer of an underspend from another City's Cash grants budget. Approval was given for a further £56,655 to be added to the budget for this grant round, to meet the demand. The total budget for this round was therefore £153,455, with a total grant spend for 2018/19 being £195,655.
8. Apart from officer time handling enquiries, all resource implications are budgeted for and covered by the CGUs central funding.

Current Position

9. Summary assessment reports of the all recommended 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 Director of Major Projects.

Current Position

10. Eighteen grants totalling £147,194 have been approved as per the reports outlined in the appendices. This leaves £6,261 from this year's allocation which will be put through the standard carry forward process to be dispensed in 2019/20 subject to the approval of the Chamberlain in consultation with the Chairman of Finance.

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 approved grants of the panel support the funding criteria and, in turn, the City Corporation's Corporate Plan by "maximising the opportunities and benefits afforded by our role in supporting London's communities" as well as the delivery of the City's Cultural and Visitor Strategies.

Conclusion

13. This report summarises the discussions of the *Inspiring London through Culture* grants assessment panel and presents recommendations in relation to the applications considered on 27 February 2019.

Appendices

- Appendix 1 – *Inspiring London through Culture*, eligibility criteria
- Appendix 2 - *Inspiring London through Culture*: project outlines and recommendations to the Culture, Heritage and Libraries Committee
- Appendix 3 - *Inspiring London through Culture*: table of grants declined, deferred or withdrawn

Background Papers

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

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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.



Inspiring London through Culture

Assessment Pack

Jack Joslin & Lily Brandhorst

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Apples & Snakes (ref. 15273)

Amount requested: £8,710

Revised Request: £10,000

Amount recommended: £10,000

Purpose of grant request:

To provide Platform Poets: a development programme for early career poets. The programme will consist of a series of workshops and public performances at Cannon Street and London Bridge Stations.

The Applicant

Founded in 1982, Apples & Snakes is a registered charity and a leading organisation for performance poetry and spoken word in England. Alumni include prominent writers and performers such as Jackie Kay, Kate Tempest and former Children's Laureate Michael Rosen. It seeks to make poetry and spoken word as accessible as possible and to push the boundaries of the artform. To this end, it organises poetry events, workshops and development opportunities across England and partners with a range of organisations: libraries, schools, and health and social care providers.

Background and detail of proposal

Funding is sought for Platform Poets: a participation programme providing a free development opportunity for 40 emerging spoken word artists aged 18+. Participants will be recruited through Apples and Snakes' existing networks, which reach a broad range of communities and individuals. They will attend six weekly workshops led by established poets and tutors, culminating in performances, 50% of which at Cannon Street and 50% at London Bridge stations. The total project cost is £16,070: £7,360 is secured in match funding from Team London Bridge, London Bridge and Cannon Street Stations.

A key part of the Apples and Snakes' approach is to organise performances and events in unexpected spaces that are not traditionally associated with poetry. In so doing it brings poetry to new audiences and provides a wider platform for emerging artists. Platform poets follows on the success of its emerging writers programme, The Writers' Room and a 2018 collaboration with Team London Bridge to provide a day of poetry performances in a busking space at London Bridge Station.

Financial Information

Free unrestricted reserves are consistently slightly above target. Following the departure of its Fundraiser in 2018 and a growing awareness of the need to diversify income streams, Apples & Snakes has worked with consultants to develop a new fundraising strategy. The Board has taken a conscious decision to use reserves to offset planned deficits in 2019 and 2020, in order to allow the new role of Development Manager, starting in April 2019, time to implement the strategy which is expected to boost and diversify income. From 2021 onwards, the organisation is working towards a break-even budget.

Year end as at 31st March	2018	2019	2020
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	705,082	685,694	566,670
- % of Income confirmed as at 18/2/2019	N/A	97%	80%
Expenditure	(726,135)	(682,100)	(672,551)
Total surplus/(deficit)	(21,053)	3,594	(105,881)
Split between:			
- Restricted surplus/(deficit)	24,638	(13,037)	(75,500)
- Unrestricted surplus/(deficit)	(45,691)	16,631	(30,381)
	(21,053)	3,594	(105,881)
Cost of Raising Funds	41,295	42,121	42,963
- % of income	5.9%	6.1%	7.6%
Operating expenditure (unrestricted funds)	580,735	550,559	589,166
Free unrestricted reserves:			
Free unrestricted reserves held at year end	115,608	132,239	101,858
No of months of operating expenditure	2.4	2.9	2.1
Reserves policy target	99,184	105,259	100,436
No of months of operating expenditure	2.0	2.3	2.0
Free reserves over/(under) target	16,424	26,980	1,422

Recommendation

The programme seeks to address a critical lack of training opportunities for outstanding artists who write performance poetry. It will bring poetry to new audiences commuting into and visiting the City of London, thereby diversifying and developing the City's cultural offer through innovation. Apples and Snakes is an experienced organisation well-placed to deliver this project, which is based on previous successful programmes. The applicant has accepted the panel's proposal that additional performances be scheduled in the City of London; an additional £1,290 of funding is awarded for this purpose.

£10,000 towards the costs of the Platform Poets programme in 2019/20; £1,290 of which to be spent on additional performances taking place in the City of London.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Arab British Centre (ref. 15274)

Amount requested: £8,471

Amount recommended: £7,101

Purpose of grant request: A collaboration with Dr Johnson's House to explore Arab history in the City of London by commissioning three Arab/Middle Eastern artists to create contemporary responses to Dr Johnson's play *Irene*.

The Applicant

Located in the City of London, the Arab British Centre (ABC) is a cultural organisation which works to further understanding of the Arab world in the United Kingdom. It organises and promotes cultural and artistic events and hosts a community of like-minded resident organisations.

Background and detail of proposal

ABC seeks funding for a collaboration with its next-door neighbour, Dr Johnson's House (DJH). Dr Johnson's only play, the ill-fated melodrama *Irene*, provides an insight into C18th western orientalist perspectives on the Ottoman Empire. The play will form a stimulus for three contemporary Arab/Middle Eastern artists to explore the history and influence of Arabs in the City. ABC will lead on the project, which will form part of its upcoming event series "Arab Britain". Events and workshops showcasing the artists' responses will run at both ABC and DJH. An accompanying publication will also be produced as well as a series of artists' blogs. The project will also involve the conservation of the first edition of *Irene*, for display at DJH throughout its duration.

The total cost of the project is £15,751; Dr Johnson's House and the Arab British Centre will jointly meet the remaining costs from their own funds.

Financial Information

The organisation holds £2,792,603 in expendable endowment funds; it draws on these as a source of income. Transfers from the endowment are included in income in the forecasts in the table below but the endowment fund balances are not included. It is the Trustees policy that these funds do not fall below £1.6m in order to produce adequate annual income to cover the core function of operating and maintaining the centre. 2018 income includes £260k gain on sale of investments.

Year end as at 31st December	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	415,706	292,770	302,167
- % of Income confirmed as at 7/2/19	N/A	N/A	80%
Expenditure	(309,442)	(291,304)	(301,842)
Revaluation loss	(64,107)	0	0
Total surplus/(deficit)	42,157	1,466	325
Split between:			
- Endowment funds surplus/(deficit)	90,640	0	0
- Unrestricted surplus/(deficit)	(48,483)	1,466	325
	42,157	1,466	325
Cost of Raising Funds	18,407	0	0
- % of income	4.4%	0.0%	0.0%
Operating expenditure (unrestricted funds)	284,592	258,339	261,842
Free unrestricted reserves:			
Free unrestricted reserves held at year end	8,638	10,104	10,429
No of months of operating expenditure	0.4	0.5	0.5

Recommendation

This project offers an unusual opportunity to explore Arab history in the City as part of the City's cultural offer and as such is worthy of funding through the Inspiring London through Culture programme. The Arab British Centre has over 40 years' experience of exploring and promoting understanding of the Arab world. Match funding is in place from both ABC and DJH funds.

£7,701 for three artist commissions (3 x £1,000), academic mentoring for artists (3 x £250), artist expenses (3 x £60), a series of events, workshops and exhibitions (£800), refreshments for events (£150), an accompanying publication (£2,221) and the conversation of the play *Irene* (£600).

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Artis Foundation (15277)

Amount requested: £9,200

Amount recommended: £9,200

Purpose of grant request: To carry out interactive arts-based workshops engaging schoolchildren with the Guildhall Art Gallery's Permanent Collection, encouraging creative responses to artworks and linking them to the school curriculum.

The Applicant

Artis Foundation is a creative learning charity that aims to integrate the arts throughout children's learning, maximising their achievement at school. The charity's ethos is based on the transformative power of the performing arts to change lives and the value of a society enriched by the arts.

Background and detail of proposal

Funding is sought towards a series of schools' workshops for children at Key Stage 1 and 2 (5 – 11 years). Groups of children will visit the Guildhall Art Gallery's Permanent Collection with guides who will use performing arts activities – including drama, music and dance – to bring the artworks alive. Activities will encourage the children to respond to the art in a creative way and to link aspects of artworks to subjects they are studying in school. The project will in particular target schools with a higher than average proportion of pupils on free school meals. Sessions will be designed according to the ages and needs of children, split into ages 5 – 7, 7 – 9, 9 – 11 and groups within these age ranges for children with SEN.

Guildhall Art Gallery is supportive of the project as a means of engaging younger audiences with the Permanent Collection, which is often bypassed by schools groups more interested in the Ampitheatre. The project follows on from a successful pilot in 2018 funded by the De Morgan Foundation, which engaged primary school children from across London with Guildhall's Sublime Symmetry exhibition, offering performing arts workshops that explore themes from the exhibition and linking to KS2 Geometry.

Financial Information

This is a recently registered charity that is still building up its reserves. However it has already secured a large proportion of funding for 2019 and 2020 and is therefore likely to remain stable for the life cycle of the grant.

Year end as at 31st August	2018	2019	2020
	Independently Examined Accounts (11.5 months)		
	£	Forecast £	Budget £
Income & expenditure:			
Income	573,933	711,830	821,000
- % of Income confirmed as at 7/2/19	N/A	96%	44%
Expenditure	(525,073)	(673,583)	(816,503)
Total surplus/(deficit)	48,860	38,247	4,497
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	48,860	38,247	4,990
	48,860	38,247	4,990
Cost of Raising Funds	4,724	66,978	66,978
- % of income	0.8%	9.4%	8.2%
Total expenditure	525,073	673,583	816,503
Free unrestricted reserves:			
Free unrestricted reserves held at year end	48,860	87,107	92,097
No of months of total expenditure	1.1	1.6	1.4
Reserves policy target	60,000	60,000	60,000
No of months of total expenditure	1.4	1.1	0.9
Free reserves over/(under) target	(11,140)	27,107	32,097

Recommendation

This project is a way for children to participate more fully in an aspect of the City of London's cultural offer often overlooked by schools and to foster creativity in primary school pupils. With full funding it will reach 1,800 children and as such represents excellent value for money.

£9,200 to run a series of interactive arts-based workshops engaging schoolchildren with the Guildhall Art Gallery's Permanent Collection during the academic year 2019/20.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Artsadmin (ref. 15275)

Amount requested: £8,500

Amount recommended: £8,500

Purpose of grant request: To stage a production of the interactive show “Wild Longings” by artists Curious at Cleary Garden in the City of London, as part of the 2 Degrees Festival 2019.

The Applicant

Artsadmin is an arts charity based in Aldgate and established in 1979. It supports artists to innovate and experiment while producing art of a high standard. Sustainability and raising awareness of environmental issues is one of its core values. It seeks to develop relationships with a wide variety of audiences, artists and partners. The organisation is a current City Bridge Trust (CBT) grantee and has been awarded CBT funding on three previous occasions.

Background and detail of proposal

“Wild Longings” is an interactive theatre production about technology, migration, horticulture and gender. Audiences will be immersed in a multi-sensory performance as described in more detail in the application. Curious is artists and performers Leslie Hill and Helen Paris who have a wealth of experience creating innovative artworks exploring diverse sociological, scientific and technological themes for partners including the 2012 Cultural Olympiad and the Edinburgh Festival. As part of “Wild Longings” they will draw on their own and Artsadmin’s experience of developing new artists by providing a paid three-month mentorship for an emerging London-based LGBTWQIA+ artist. The performances will form part of the 2 Degrees Festival, a celebration of art and environment produced by Artsadmin and funded by the EU’s Creative Europe programme/Arts Council England (ACE).

Financial Information

The Charity is in reasonable financial health. While there are income deficits in 2018 and 2019 these are at a fraction of overall income and in 2020 the charity anticipates a small surplus. With 83% of 2019/20 income already secured, the charity is highly likely to remain sustainable for the duration of the proposed project and beyond.

Year end as at 31st March	2018	2019	2020
	Audited Accounts	Forecast/Draft	Budget
	£	£	£
Income & expenditure:			
Income	2,600,245	1,202,402	1,230,693
- % of Income confirmed as at 25/2/2019	N/A	98%	83%
Expenditure	(2,672,025)	(1,261,625)	(1,227,233)
Total surplus/(deficit)	(71,780)	(59,223)	3,460
Split between:			
- Restricted surplus/(deficit)	(139,632)	0	0
- Unrestricted surplus/(deficit)	67,852	(59,223)	3,460
	(71,780)	(59,223)	3,460
Cost of Raising Funds	177,562	39,886	37,555
- % of income	6.8%	3.3%	3.1%
Operating expenditure (unrestricted funds)	1,232,117	1,162,250	1,105,791
Free unrestricted reserves:			
Free unrestricted reserves held at year end	288,653	229,430	232,890
No of months of operating expenditure	2.8	2.4	2.5
Reserves policy target	279,176	282,029	277,970
No of months of operating expenditure	2.7	2.9	3.0
Free reserves over/(under) target	9,477	(52,599)	(45,080)

Recommendation

This project is a good match for the priorities of Inspiring London through Culture, as it will make a unique, innovative and high-quality contribution to the City of London's cultural offer as well as investing in London's creative future through the mentoring of an emerging artist. Match funding is secured from ACE/Creative Europe and anticipated ticket sales. This is a good opportunity to invest in cultural innovation while knowing that that innovation is in a safe pair of hands – as Artsadmin has over 40 years' experience of supporting boundary-pushing work.

£8,500 towards the staging of “Wild Longings” at Cleary Gardens in 2019 and a paid mentorship for an emerging London based LGBTQIA+ artist.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

City Music Foundation (ref. 15259)

Amount requested: £12,500

Amount recommended: £4,500

Purpose of grant request: To deliver a series of recitals in Barbican classical weekender 'Sound Unbound' including the production of a promotional film for City Music Foundation (CMF) and the Culture Mile.

The Applicant

The City Music Foundation 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

CMF is currently delivering a series of concerts in St Barts the Less and St Barts the Great which is currently supported by the Inspiring London through Culture Programme. The last of these performances will be completed at the beginning of May. This application is seeking further funding to support the delivery and performance costs of 12 concerts by CMF artists over the Barbican Sound Unbound festival that will take place over the weekend of the 18th & 19th May. CMF are partnering with the Barbican on this event and have 12 scheduled performance slots across different venues around the City for the young musicians involved in their programmes. The total funding required to deliver the Sound Unbound festival will be £4,500 which will cover the cost of rehearsal space, venue hire, artist fees and performance costs.

Alongside the performances CMF would like funding to produce a promotional film about its work and the Culture Mile. The film will capture the 12 performances and provide a legacy for the event that demonstrates collaboration between key Culture Mile Partners. It is anticipated that the film will cost £8,000.

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. In 2018 CMF recorded a small surplus for the first time and they anticipate that this to increase in 2019. Fundraising will be a key priority for CMF in 2019 to ensure the future viability of the Charity.

Year end as at 31 July	2018	2019
	Examined	Budget
	£	£
Income & expenditure:		
Income	293,537	300,000
- % of Income confirmed as at 10/01/2019	n/a	9%
Expenditure	(287,302)	(270,000)
Total surplus/(deficit)	6,235	30,000
Split between:		
- Restricted surplus/(deficit)	0	0
- Unrestricted surplus/(deficit)	6,235	30,000
Cost of Raising Funds	20,412	27,000
- % of income	7.0%	9.0%
Total Expenditure	287,302	270,000
Free unrestricted reserves:		
Free unrestricted reserves held at year end	84,278	114,278
No of months of operating expenditure	3.5	5.1
Reserves policy target	143,651	135,000
No of months of operating expenditure	6.0	6.0
Free reserves over/(under) target		

Recommendation

CMF have received funding from the Inspiring London through Culture programme on multiple occasions. The Charity hold a current grant which is set to expire one week before the Sound Unbound festival. The delivery of 12 concerts across the weekend meets the criteria of the programme and demonstrates a good partnership that will contribute to the success of the Culture Mile. If appropriate monitoring on the current grant is received promptly then I would recommend support for the performance element of the project. I was not clear at assessment how the film production of this project met the criteria. The film will be a promotional resource for CMF rather than of wider Culture Mile. It is also not clear how funding for this film meets the exceptional criteria of this programme as it would take the budget over the £10,000 mark. It is therefore recommended that you support the performance element and remove the costs of the film. Funding is recommended as follows:

£4,500 towards the artist costs, venue hire and performance costs of 12 performances over the Barbicans Sound Unbound Festival weekend on the 18th & 19th May.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

City of London Guide Lecturers' Association (CLGLA) (ref. 15278)

Amount requested: £8,850

Amount recommended: £8,850

Purpose of grant request:

Train 100 City Guides in disability awareness; engage City residents with disabilities who are currently underrepresented in CLGLA's cultural activities.

The Applicant

The City of London Guide Lecturers' Association provides professional training for official City Guides in conjunction with the CoLC. Once qualified CLGLA freelance guides offer a range of walks, talks and treasure hunts in the City. City Guides often collaborate with the CoLC Culture team on specific projects and programmes.

Background and detail of proposal

CLGLA wants to widen access to its tours and increase participation from residents of City of London housing estates and people with disabilities. To support the latter aim it seeks funding to train 100 City Guides who qualified before 2016 in disability awareness (guides qualifying since 2016 have disability awareness built into their training). Training will be delivered by a highly qualified trainer.

Financial Information

The organisation's reserves are healthy and set to grow. While there was an income deficit in 2018, a surplus is projected for 2019 and 2020. 83% of projected 2019 income is already secured. The organisation's reserves policy is to accumulate any surpluses or deficits in income in its reserves; therefore, no numerical reserves target is shown in the table below.

Year end as at 31st March	2018	2019	2020
	Examined Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	22,416	18,723	19,200
- % of Income confirmed as at 7/2/19	N/A	83%	0%
Expenditure	(24,106)	(14,823)	(17,500)
Total surplus/(deficit)	(1,690)	3,900	1,700
Split between:			
- Restricted surplus/(deficit)	1,675	(994)	(1,500)
- Unrestricted surplus/(deficit)	(3,365)	4,894	3,200
	(1,690)	3,900	1,700
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Total expenditure	24,106	14,823	17,500
Free unrestricted reserves:			
Free unrestricted reserves held at year end	8,756	13,650	16,850
No of months of total expenditure	4.4	11.1	11.6

Recommendation

City of London Guides provide an important way in for people to participate in the City of London's cultural offer. Training City Guides in disability awareness is a direct way to widen access. As such the project is highly relevant to the Inspiring London through Culture programme.

£8,050 to train 100 City of London Guides in disability awareness.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Games London / Film London (ref. 15270)

Amount requested: £9,500

Amount recommended: £9,500

Purpose of grant request: A day of family and arts activity reflecting games culture and digital innovation - interactive exhibits, children's crafts and an artist symposium.

The Applicant

Film London is a charity that acts as a major showcase within the UK and internationally for film, TV, animation and games, working to foster a high standard of artistry and creativity of the moving image industries. The charity works to sustain and champion London's film, television and moving image industries, support the development of the city's emerging filmmaking talent and promote a diverse and rich film culture. Key strands of their work focus on audience development, talent development, screen heritage, culture and industry development. As part of the Charities work they have developed Games London (GL), a partnership between UK Interactive Entertainment (UKie). Games London is supported by the Mayor's Office and the LEP as well as industry partners. One of the key aims for GL is to tackle the wider issue of changing perceptions around games and interactive content by raising awareness about games amongst the public and non-games audiences.

Background and detail of proposal

This project plans to bring new audiences, culturally diverse families and 15-25-year olds engaged with games to the Guildhall Yard and Gallery. Funding is sought for a day of events taking place on the 6th April at Guildhall yard. There will be a Cosplay Parade, interactive Virtual Reality canvas, Minecraft Knit and other participatory activities taking place across the Guildhall Yard and Art Gallery. Funding is being requested to contribute to the total cost of the event.

Financial Information

Film London is the registered Charity that oversees Games London. Games London is a budget managed through Film London and operates on a smaller scale to the parent Charity.

Year end as at 31 March	2018	2019	2020
	Audited	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	6,202,448	6,115,142	6,416,600
- % of Income confirmed as at 28/02/2019	n/a	100%	78%
Expenditure	(6,189,880)	(6,115,142)	(6,416,600)
Total surplus/(deficit)	12,568	0	0
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	12,568	0	0
	12,568	0	0
Cost of Raising Funds	122,840	123,628	124,758
- % of income	2.0%	2.0%	1.9%
Operating expenditure (unrestricted funds)	2,332,253	2,377,457	2,399,200
Free unrestricted reserves:			
Free unrestricted reserves held at year end	723,217	723,217	723,217
No of months of operating expenditure	3.7	3.7	3.6
Reserves policy target	583,063	594,364	599,800
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target			

Recommendation

At the Officer panel it was agreed that this work was of a good quality and that the programme of activity met the criteria of the Inspiring London through Culture programme. The project will bring new audiences to the City and the event in April is likely to attract large visitor numbers. Funding was agreed as follows:

£9,500 to fund a day of family and arts activity reflecting games culture and digital innovation in the Guildhall yard and Art Gallery in April.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Garsington Opera (ref. 15264)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request: To support a musical outreach programme for 240 children across the City of London, in partnership with the Lord Mayors Appeal.

The Applicant

Garsington Opera (GO) gives performances of great artistic quality in a setting of extraordinary natural beauty. Performances take place in the spectacular Opera Pavilion, which sits within the rolling landscape of the Chiltern Hills, less than an hour from London. GO was founded in 1989 by the late Leonard Ingrams and his wife Rosalind at Garsington Manor, near Oxford. A registered Charity it delivers a programme of four operas each year during a seven-week summer period.

Background and detail of proposal

Funding is being sought to contribute to a project being delivered by GO in partnership with the Lord Mayor's Appeal. The project will be targeted at six secondary schools across London providing the opportunity for 260 young people the opportunity to study musical and dramatic themes of Mozart's Don Giovanni through in-school workshops in early June, before partnering together to further explore these themes in cluster workshops in late June, culminating in a performance in the Old Library at Guildhall on 16 July 2019.

Funding is being requested to contribute towards the artist fees, travel, technical costs, design and photography. The total project cost is £33,000 with the rest of the funding confirmed from the Lord Mayors Appeal.

Financial Information

GO income is mostly made up by ticket sales to the Summer Opera events that they run on an annual basis. Reserves are maintained to cover the cost of the Opera and to cover any drops in fundraising. Cost of Fundraising is high as the sales aspect of the work helps the Charity to further advance its objects. The Charity's Reserves are high and well above its allocated reserves policy, but less than 12 months.

Year end as at 31 October	2017	2018	2019
	Audited	Draft	Budget
	£	£	£
Income & expenditure:			
Income	6,461,317	6,287,489	6,106,429
- % of Income confirmed as at 25/02/2019	n/a	n/a	78%
Expenditure	(5,687,689)	(6,115,633)	(5,766,871)
Total surplus/(deficit)	773,628	171,856	339,558
Split between:			
- Restricted surplus/(deficit)	114,123	(319,758)	(319,000)
- Unrestricted surplus/(deficit)	659,505	491,614	658,558
	773,628	171,856	339,558
Cost of Raising Funds	551,484	601,973	620,000
- % of income	8.5%	9.6%	10.2%
Operating expenditure (unrestricted funds)	4,987,112	4,972,855	4,656,851
Free unrestricted reserves:			
Free unrestricted reserves held at year end	2,827,555	2,999,411	3,338,969
No of months of operating expenditure	6.8	7.2	8.6
Reserves policy target	350,000	350,000	350,000
No of months of operating expenditure	0.8	0.8	0.9
Free reserves over/(under) target			

Recommendation

This application meets the criteria of the Inspiring London through Culture programme as it will be investing London's creative future by giving 260 young people the opportunity to take part in musical workshops culminating with a performance at the Old Library. The applicant has match funding for the project agreed. Funding is recommended as follows:

£10,000 towards the project costs to support a musical outreach programme for 240 children across the City of London, in partnership with the Lord Mayors Appeal.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Illuminated River Foundation (ref. 15256)

Amount requested: £3,100

Amount recommended: £3,100

Purpose of grant request: A performance of new 'Water Music': composed by Guildhall School students & inspired by the 4 City of London bridges being illuminated 2019.

The Applicant

The Illuminated River Foundation (IRF) was set up as a Charitable Incorporated Organisation in 2016 to promote the arts in London by the creation and implementation of a lighting scheme of artistic merit for London's Bridges. Incorporating up to 15 bridges, from Albert Bridge to Tower Bridge, once complete Illuminated River will be the longest public art commission in the world at 2.5 miles in length, along 4.5 nautical miles of the River Thames. It will be viewed over 200 million times each year.

Background and detail of proposal

Funding is being sought to enable the Guildhall School of Music and Dance's (GSMD) Session Orchestra to give a free public performance, at a venue in the City of London, of new 'Water Music' composed by Guildhall students and inspired by the four City of London bridges (London, Blackfriars, Southwark and Millennium) that will be lit up by the Illuminated River artwork in Summer 2019.

Work is currently taking place with GSMD students. A competition is taking place that will establish which 10 pieces will be performed. With support from the Rothschild Foundation each of the 10 pieces will be fully developed into performance and performed by recent graduates of GSMD. This application is to fund the cost of the rehearsal and performance fees for the Orchestra who will each be paid a professional rate approved by the musician's union. IRF are in discussions over the venue for the performance with the Guildhall and St Pauls discussed as options.

Financial Information

IRF have been fundraising significantly to deliver the Illuminated River installation. They hold significant unrestricted reserves to deliver the project which they plan to spend down in the next two years as the river installation begins.

Year end as at 28 February	2018	2019	2020
	Audited	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	5,168,860	8,319,490	12,149,180
- % of Income confirmed as at 20/02/2019	n/a	0%	0%
Expenditure	(3,307,718)	(4,450,292)	(12,609,892)
Total surplus/(deficit)	1,861,142	3,869,198	(460,712)
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	1,861,142	3,869,198	(460,712)
	1,861,142	3,869,198	(460,712)
Cost of Raising Funds	21,880	33,027	40,000
- % of income	0.4%	0.4%	0.3%
Operating expenditure (unrestricted funds)	3,307,718	3,950,292	12,609,892
Free unrestricted reserves:			
Free unrestricted reserves held at year end	6,039,496	9,908,694	9,447,982
No of months of operating expenditure	21.9	30.1	9.0
Reserves policy target	6,039,496	9,908,694	9,447,982
No of months of operating expenditure	21.9	30.1	9.0
Free reserves over/(under) target			

Recommendation

This application is to support the performance cost of new 'Water Music' composed by students from the GSMD. The application is looking for the final performance costs and will contribute to the activity around the Illuminated River installation. This project meets the criteria of the Inspiring London through Culture programme and should be funded in full:

£3,100 to support the performance and rehearsal costs of new 'Water Music', composed by Guildhall students and performed in the City of London.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

London Bubble (ref. 15279)

Amount requested: £8,500

Amount recommended: £8,500

Purpose of grant request:

A citizen history project involving residents of the City of London, Southwark and Greenwich in researching, developing and sharing the history and contemporary resonances of the story of the Mayflower's voyage to America in 1620.

The Applicant

London Bubble is a theatre company that aims to challenge how theatre is made, what it is for and who makes it. It runs a wide range of community-led projects, from drama classes and mental health and wellbeing groups to performances. Its Rotherhithe Shed project, which tackles isolation among older men, is currently funded by City Bridge Trust.

Background and detail of proposal

Funding is sought to extend year two of the Charting the Mayflower project into the City of London. The project marks 400 years since the voyage of the Mayflower to America. In year one the project took place only in Southwark, where the Mayflower sailed from, and involved 50 volunteer citizen researchers sourcing and shaping material into workshops and a one-off public event exploring the history of the voyage. The findings of this research have highlighted the City's important role in financing the journey. As a result London Bubble wishes to extend the project into the City, recruiting volunteer researchers from the City of London. Research will feed into regular public workshops and three key events in the Square Mile, where possible at or near to historic sites of relevance to the Mayflower story: for example, the Dutch Church in Austin Friars, All Hallows by the Tower, Bevis Marks Synagogue and some of the livery halls.

Financial Information

The organisation is financially sound due to a steady income producing a modest annual surplus. Free reserves are very nearly on target.

Year end as at 31st March	2018	2019	2020
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	632,380	619,119	720,864
- % of Income confirmed as at 7/2/19	N/A	98%	59%
Expenditure	(602,320)	(618,750)	(719,682)
Total surplus/(deficit)	30,060	369	1,182
Split between:			
- Restricted surplus/(deficit)	14,796	0	0
- Unrestricted surplus/(deficit)	15,264	369	1,182
	30,060	369	1,182
Cost of Raising Funds	20,768	22,353	23,828
- % of income	3.3%	3.6%	3.3%
Operating expenditure (unrestricted funds)	263,615	140,875	133,487
Free unrestricted reserves:			
Free unrestricted reserves held at year end	69,212	69,581	70,763
No of months of operating expenditure	3.2	5.9	6.4
Reserves policy target	75,000	75,000	75,000
No of months of total expenditure	3.4	6.4	6.7
Free reserves over/(under) target	(5,788)	(5,419)	(4,237)

Recommendation

This application is an opportunity to fund a project that will delve into an important aspect of the City of London's history. London Bubble has considerable experience of engaging London communities in working together to create performances and events and is well-placed to promote access for all to participate in the City of London's cultural offer. The proposal follows on from the successful first year of the project. Match funding for the rest of year two is in place from United St Saviour's Charity.

£8,500 to extend year two of the Charting the Mayflower project into the City of London.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Mimbre (Ref: 15141)

Amount requested: £9,966

Amount recommended: £9,970

Purpose of grant request: Outdoor arts circus/dance commission with young people from Mimbre's youth programme celebrating the City: its history, architecture, diversity and future.

The Applicant

Mimbre, a registered Charity was formed in 1999 as an acrobatic theatre company. The Charity tours to indoor and outdoor venues around the country as well as delivering a range of commissions throughout the year. Based in Hackney, Mimbre has run a youth programme since 2013 in Stoke Newington.

Background and detail of proposal

Funding is being sought to develop and deliver two performances to be part of the Culture Mile 2019 Summer Programme. Although not confirmed the performances are planned to take place in one of the City's public spaces and will tie into the Fantastic Feats programme. The project will work with the young people that are part of the youth programme over a 10-week period to devise a 25 minute acrobatic performance. Staff will collaborate and codesign the performance with the young people and will explore themes of engineering in the final performance. The final performance will use street dance and circus skills. Additional to the performance, Mimbre plan to deliver two workshops for audience members to participate and develop their own circus skills. Mimbre are requesting the majority of the funding from this grant but will use some of the funding they have from Hackney Council to support the work with the young people.

Financial Information

Mimbre have significantly increased its turnover in 2019 for two reasons. Firstly, the Charity toured a significantly bigger show in 2018/19 with additional funding from the Arts Council. Secondly, they received a significant commission in December. Cost of raising funds was not disclosed in the 2018 examined accounts but a figure has been provided for subsequent years.

Year end as at 31 March	2018	2019	2020
	Examined	Budget	Forecast
	£	£	£
Income & expenditure:			
Income	320,251	458,424	318,312
- % of Income confirmed as at 16/01/2019	n/a	91%	42%
Expenditure	(245,655)	(473,709)	(343,883)
Total surplus/(deficit)	74,596	(15,285)	(25,571)
Split between:			
- Restricted surplus/(deficit)	28,999	(7,762)	0
- Unrestricted surplus/(deficit)	45,597	(7,523)	(25,571)
	74,596	(15,285)	(25,571)
Cost of Raising Funds	0	30,467	30,787
- % of income	0.0%	6.6%	9.7%
Operating expenditure (unrestricted funds)	171,711	363,019	325,050
Free unrestricted reserves:			
Free unrestricted reserves held at year end	78,858	71,335	45,764
No of months of operating expenditure	5.5	2.4	1.7
Reserves policy target	32,000	32,000	32,000
No of months of operating expenditure	2.2	1.1	1.2
Free reserves over/(under) target	46,858	39,335	13,764

Recommendation

It is clear from assessment that this project meets the outcomes of the Inspiring London through Culture programme. Mimbire have experience delivering work with young people and this show will tie in well with the themes of the Fantastic Feats programme. Although this grant will support the majority of the project some additional funding will be required to make up the shortfall. The Charity has time to raise this additional funding and is in conversation with Hackney Council about allocating some of their core youth funding to the programme. Funding is therefore recommended as follows:

£9,970 towards the cost of delivering Skyline a 10-week youth programme, two performances and workshops in the City of London and Hackney.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Motionhouse (Ref: 15142)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request: A daring new dance/circus performance exploring the human disconnect with the natural environment, inspired by Japanese architect Sou Fujimoto.

The Applicant

Founded in 1988 by Louise Richards and Kevin Finnan MBE, the charity creates world class dance-circus productions that tour extensively around the world. From full-length productions for theatre touring to flexible work for the outdoors and large-scale performance events, the productions integrate athletic physicality, powerful narrative, incredible digital imagery and emotive sound scores

Background and detail of proposal

Motionhouse have been making work to be performed outside since 2008. Funding is being sought to develop a performance called Wild which will explore the disconnection between humans that live in urban areas and nature. The outdoor performance will create an urban forest in the everyday of the city using a prototype set, dance and circus skills. Motionhouse plan to deliver a high quality and accessible performance experience in a space in the City that has yet to be agreed. They plan to deliver two performances over one day at lunchtime and an evening performance to ensure the widest audience is reached. Alongside the performance Motionhouse wish to run a professional development workshop for other theatre and dance professionals on how the outdoor production was realised. A contribution of £10,000 is being sought towards the total cost of putting on the production which has been listed in the additional information. Other funding has already been confirmed for the production with a decision still outstanding from Without Walls. The Charity outlined that the project would still be viable if this additional funding was not received.

Financial Information

The Charity has fixed assets that are not completely covered by unrestricted reserves. The Charity aims to improve this position in order to meet its reserves target of £30,000 to £60,000. Cost of generating funds is not listed in the 2018 Audited Accounts but has been listed in the subsequent budget and forecast. The Charity has secured income to ensure it is viable for the duration of this project.

Year end as at 31st March	2018	2019	2020
	Audited Accounts	Budget	Forecast
	£	£	£
Income & expenditure:			
Income	1,131,585	864,306	913,806
- % of Income confirmed as at 10/01/2018	n/a	n/a	73%
Expenditure	(1,019,788)	(864,431)	(911,650)
Total surplus/(deficit)	111,797	(125)	2,156
Split between:			
- Restricted surplus/(deficit)	152,983	0	0
- Unrestricted surplus/(deficit)	(41,186)	(125)	2,156
	111,797	(125)	2,156
Cost of Raising Funds	0	13,000	13,000
- % of income	0.0%	1.5%	1.4%
Total Expenditure	1,019,788	864,431	911,650
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(31,858)	(31,983)	(29,827)
No of months of operating expenditure	-0.4	-0.4	-0.4
Reserves policy target	30,000	30,000	30,000
No of months of operating expenditure	0.4	0.4	0.4
Free reserves over/(under) target	(61,858)	(61,983)	(59,827)

Recommendation

Motionhouse are a well-established dance company that have been delivering and touring performances for over 30 years. This project closely aligns to the Inspiring London through Culture programme and delivers to several of its outcomes. It was clear from assessment that this would be an inspiring performance that will have a positive impact on audiences. Funding is recommended to contribute to the total cost of the project.

£10,000 to contribute to the cost of two performances of Wild to take place in City over one day in the summer of 2019.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: c) Inspiring London through Culture

National Literacy Trust (ref. 15271)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request:

Young City Poets brings young Londoners to cultural venues in the City of London to inspire them to write poetry, promoting creativity and literacy skills.

The Applicant

National Literacy Trust (NLT) is an independent charity working with schools and communities to give disadvantaged children the literacy skills to succeed in life. It establishes literacy projects in communities facing socio-economic disadvantage, provides resources and programmes for schools, researches and campaigns on literacy issues.

Background and detail of proposal

NLT seeks funding towards the City of London based element of its Young City Poets programme. The programme is based on two pieces of research: one that shows that young people receiving free school meals are more likely than their peers to engage with poetry as an artform, and another demonstrating that creative engagement with a memorable cultural activity has a more lasting impact on young people's literacy skills than classroom-based learning.

Young City Poets takes children living in London on visits to City of London cultural venues such as the Barbican. During and after the visit activities led by a professional poet will encourage the children to reflect on their experiences by writing poetry. Previous iterations of the programme have met with an enthusiastic response from teachers and pupils, with many participant schools being supported to publish anthologies of their students' writing.

Financial Information

The charity is in reasonable financial health and making a surplus each year. Free reserves need building up, as observed in the 2017/18 accounts and the charity is planning to do this.

Year end as at 31st March	2018	2019	2020
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	4,164,215	5,357,396	6,256,776
- % of Income confirmed as at 7/2/19	N/A	93%	24%
Expenditure	(3,798,435)	(4,809,830)	(6,003,978)
Total surplus/(deficit)	365,780	547,566	252,798
Split between:			
- Restricted surplus/(deficit)	380,666	497,284	201,497
- Unrestricted surplus/(deficit)	(14,886)	50,282	51,301
	365,780	547,566	252,798
Cost of Raising Funds	648,775	0	0
- % of income	15.6%	0.0%	0.0%
Operating expenditure (unrestricted funds)	2,005,137	2,600,905	2,882,099
Free unrestricted reserves:			
Free unrestricted reserves held at year end	181,051	231,333	282,634
No of months of operating expenditure	1.1	1.1	1.2
Reserves policy target	501,284	650,226	720,525
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(320,233)	(418,893)	(437,891)

Recommendation

Young City Poets will bring the benefit of engaging with City of London cultural venues to children facing disadvantage. It will help to widen access to the City's cultural offer and invest in London's creative future. The 18/19 iteration of the project is funded by Culture Mile and the Allan and Nesta Ferguson Charitable Trust and the NLT is hopeful of securing repeat funding from these sources to match the funding requested in this application.

£10,000 towards the costs of running the Young City Poets programme at City of London cultural venues. This grant is conditional on securing match funding for the rest of the project.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Open City Architecture (ref. 15255)

Amount requested: £10,000

Amount recommended: £7,000

Purpose of grant request: Open House Families architecture tours of the Barbican, the Museum of London, St Paul's Cathedral and the NLA's City Centre.

The Applicant

Open City Architecture (OCA), formally London Open House, was formed in 1996 to improve public awareness and appreciation of architecture and the built environment. They deliver a range of programmes that enable communities and professionals to engage with the built environment including Open House London. They deliver a variety of education programmes in schools and universities across London.

Background and detail of proposal

OCA has delivered the Archikids Festival over the last 5 years supported by the City of London Corporation. Last year OCA delivered the Open House Families programme on the 9th and 10th of June, the City elements of this work were supported by this programme.

Funding this year is being sought to develop an Open House Families tour programme throughout May and June of 2019. The project will work with 24 local families from St Paul's Whitechapel CE Primary School to plan and deliver architecture focused themed tours of the Barbican, Museum of London, St Paul's and City Centre. OCA will work with the schools Head Teacher to identify families that would benefit from being involved in the programme with 6 families being allocated to each venue. Actors will work with families to devise tours and develop scripts for each of the venues. The allocated families will then deliver tours at the venues over the course of the Open House Families weekend on the 22nd and 23rd June. OCA are seeking £10,000 to contribute to the total cost of a £39,550 project. Funding will be used to contribute to the City elements and the specific costs associated with the Open Family Touring work in City venues.

Financial Information

OCA has a consistent turnover and holds reserves just under the £250,000 target set out in its accounts.

Year end as at 31 December	2017	2018	2019
	Audited	Draft	Forecast
	£	£	£
Income & expenditure:			
Income	792,526	752,936	692,705
- % of Income confirmed as at 21/01/2019	n/a	100%	59%
Expenditure	(773,930)	(718,060)	(680,001)
Total surplus/(deficit)	18,596	34,876	12,704
Split between:			
- Restricted surplus/(deficit)	(6,000)	0	0
- Unrestricted surplus/(deficit)	24,596	34,876	12,704
	18,596	34,876	12,704
Cost of Raising Funds	1,764	564	1,161
- % of income	0.2%	0.1%	0.2%
Operating expenditure (unrestricted funds)	754,730	718,060	680,001
Free unrestricted reserves:			
Free unrestricted reserves held at year end	207,230	242,106	254,810
No of months of operating expenditure	3.3	4.0	4.5
Reserves policy target	250,000	250,000	250,000
No of months of operating expenditure	4.0	4.2	4.4
Free reserves over/(under) target			

Recommendation

OCA have received funding under this programme on two other occasions and have delivered well attended and engaging programmes of work. This application looks to develop on the previously funded work by having a touring element as part of the Open House Families weekend in June. Funding is being sought for the costs of delivering work with families that will deliver the tours while contributing to the overall costs of the festival weekend in the City. At assessment it was not clear why this work required an external evaluation to take place that could not be delivered by the learning team at OCA. If funding is agreed I would recommend removing the £3,000 allocated for an evaluation from the budget. Funding is therefore recommended as follows:

£7,000 towards the cost of delivering the project costs for Open House Families architecture tours of the Barbican, the Museum of London, St Paul's Cathedral and the NLA's City Centre.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

St John Ambulance (The Ring consortium) (ref. 15258)

Amount requested: £4,950

Amount recommended: £4,950

Purpose of grant request: To undertake an audience development planning project for The Ring, a new consortium of cultural attractions around Farringdon.

The Applicant

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. Funding was awarded in the last round to allow for the project manager of The Ring to continue to develop the Consortium.

Funding is being requested to work with the Audience Agency to gather more consistent audience data across the Consortium partners. The project manager will coordinate the project and work with the Audience Agency to introduce an audience segmentation system across the partner organisations. By better understanding the audiences that engage with the venues across the partnership the project will be able to market and target events and exhibitions more effectively.

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 who will also be contributing to the setup of the Consortium. All the consortium members will be contributing to the consortium once it has been formally established.

Year end as at 31 December	2017	2018	2019
	Audited	Budget	Forecast
	£	£	£
Income & expenditure:			
Income	104,500,000	98,138,000	106,435,000
- % of Income confirmed as at 25/02/2019	n/a	100%	0%
Expenditure	(99,500,000)	(103,996,000)	(114,160,000)
Total surplus/(deficit)	5,000,000	(5,858,000)	(7,725,000)
Split between:			
- Restricted surplus/(deficit)	1,400,000	1,347,000	947,000
- Unrestricted surplus/(deficit)	3,600,000	(7,205,000)	(8,672,000)
	5,000,000	(5,858,000)	(7,725,000)
Cost of Raising Funds	9,400,000	4,718,000	4,679,000
- % of income	9.0%	4.8%	4.4%
Operating expenditure (unrestricted funds)	98,700,000	103,021,000	113,599,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	19,516,000	12,311,000	3,639,000
No of months of operating expenditure	2.4	1.4	0.4
Reserves policy target	12,000,000	12,000,000	12,000,000
No of months of operating expenditure	1.5	1.4	1.3
Free reserves over/(under) target			

Recommendation

This application is looking to continue and expand on the work that was funded previously under this programme. A specific project with the Audience Agency will help consortium partners understand their audiences better, which in turn could lead to more people engaging in the City of London's Cultural Offer and contributing to Culture Mile. This application is for a small amount and the applicant has outlined the difference this work will make. It is clear that it is good value for money as it will work with a number of venues across the City of London. Funding is recommended as follows:

£4,950 to undertake an audience development planning project for The Ring, a consortium of cultural attractions around Farringdon.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Studio 3 Arts (ref. 15257)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request: An audience development programme to introduce new audiences from Barking and Dagenham to the City of London's cultural offer.

The Applicant

Studio 3 Arts (S3A) has been operating since 1996 and aims to “use art to make people’s lives better”. It runs a creative venue for artists, communities and individuals and makes work across North East London and West Essex, in all art forms, that creates real change, both in terms of art and society. It is the lead organisation for Creative Barking and Dagenham (CBD). CBD is part of the Arts Council England’s Creative People and Places programme. Creative People and Places is a national action research programme to get more people involved in the arts in places where evidence shows people are much less likely than average to take part in arts activity. CBD supports people who live in Barking and Dagenham to experience and be inspired by the arts.

Background and detail of proposal

CBD strives to overcome barriers to artistic engagement in underrepresented audiences in the borough, to develop new audiences and inspire individuals to become more receptive to arts and culture. One of the ways S3A does this is to organise trips to high profile arts venues at subsidised rates, the Charity has previously had a successful partnership with the Royal Opera House. Your funding is sought to expand this programme to include the Barbican and other Culture Mile Partners.

S3A will utilise its Cultural Connectors steering group to curate a series of trips to the Culture Mile between July 2019 and February 2020. Trips will be planned to key Culture Mile venues including the Barbican, Guildhall, Museum of London and LSO. The project aims to help over 500 residents of Barking and Dagenham access the City of London’s Cultural Offer.

Financial Information

In financial year ending March 2020 the Charity is planning for a significant increase in turnover due to Capital Improvement works that are taking place on S3A’s building. Cost of raising funds was not disclosed in the accounts, which was raised at assessment, to ensure it is done in future years.

Year end as at 31 March	2018	2019	2020
	Audited	Budget	Forecast
	£	£	£
Income & expenditure:			
Income	690,682	690,460	1,850,991
- % of Income confirmed as at 16/01/2019	n/a	100%	93%
Expenditure	(609,806)	(670,241)	(1,820,926)
Total surplus/(deficit)	80,876	20,219	30,065
Split between:			
- Restricted surplus/(deficit)	0	0	15,065
- Unrestricted surplus/(deficit)	80,876	20,219	15,000
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	111,689	69,797	85,493
Free unrestricted reserves:			
Free unrestricted reserves held at year end	90,587	110,806	125,806
No of months of operating expenditure	9.7	19.1	17.7
Reserves policy target	70,000	70,000	70,000
No of months of operating expenditure	7.5	12.0	9.8
Free reserves over/(under) target			

Recommendation

This application meets the criteria of this programme as it is promoting access for all to participate in the City of London's cultural offer. This project will improve the access to the Culture Mile for residents of Barking and Dagenham, allowing people to access venues in the City for the first time and at a subsidised rate. There is no doubt S3A's is a well-run and well respected Charity in Barking and Dagenham with great experience delivering similar programmes to other venues of cultural significance in London. Funding is recommended in full:

£10,000 to support the costs of an audience development programme to introduce new audiences from Barking and Dagenham to the City of London's cultural offer.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

University of Cambridge History Faculty (ref. 15262)

Amount requested: £9,863

Amount recommended: £9,863

Purpose of grant request: An open-air exhibition and walk highlighting women's businesses in the heart of the City in the 18th century.

The Applicant

The University of Cambridge is a collegiate public research university in Cambridge, United Kingdom. Founded in 1209 and granted a Royal Charter by King Henry III in 1231, Cambridge is the second-oldest university in the English-speaking world and the world's fourth-oldest surviving university. The University of Cambridge is an exempt charity under section 22 and paragraph 2 of schedule 3 of the Charities Act 2011.

Background and detail of proposal

This application stems from research conducted by a History Professor from the History Faculty at the University of Cambridge on women members of City Companies in the 18th Century. A small exhibition at the Guildhall Library is currently taking place and this application is seeking to develop it further to highlight the importance of the wealthy Cheapside area for luxury traders, among whom were hundreds of women milliners, fan-makers, silversmiths, and scores of other trades.

Your funding will be used to cover the costs of a research assistant to source images from the British Museums online collection of trade cards that will identify women whose businesses were in Cheapside in the 18th Century. Once achieved an outdoor exhibition will be curated to take place on Cheapside. The idea is to feature enlarged trade cards on display panels along the street as close as possible to what would have been the original address of the business. Alongside this a walking App will be developed to guide the public through the exhibition. The Cheapside Business Alliance is also involved and will be contributing to a public lecture and reception that looks to raise the profile of women in the history of City Companies. Match funding is being sought from the Cambridge University Arts and Humanities Impact Fund.

Financial Information

This application is from the University of Cambridge. The amount of monies held in reserve by the University far exceeds that of this project. It is deemed that the university is financially viable for the duration of this project. At assessment the University could not provide all the financial information we usually request. Funding is conditional on receipt of this information and a full financial review taking place in line with assessment policy.

Year end as at 31 July	2018
	Audited
	£
Income & expenditure:	
Income	1,964,800,000
- % of Income confirmed as at 16/01/2019	n/a
Expenditure	(1,911,100,000)
Gains and Revaluations	337,100,000
Total surplus/(deficit)	390,800,000
Unrestricted reserves:	
Unrestricted reserves:	3,283,800,000

Recommendation

It is clear that this project meets the criteria of this programme and will be an engaging exhibition linking Women's business in the City in the 18th Century with the modern geography of the Cheapside Area. The project will be managed by the University of Cambridge History faculty who will oversee the research and implementation of the exhibition. Funding is recommended as follows:

£9,863 to cover the cost of a research assistant and a contribution to the overall exhibition costs to deliver an open-air exhibition and walk highlighting women's businesses in the heart of the City in the 18th century. Funding is conditional on all appropriate financial information being provided and subject to review by Chamberlains.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Inspiring London through Culture

Urbanwise.London (ref. 15260)

Amount requested: £5,390

Amount recommended: £5,390

Purpose of grant request: Accessible walks and visits to places of cultural interest in the City of London for west London residents.

The Applicant

Urbanwise.London (UL) is a registered Charity that was established in 1983 and was previously known as Hammersmith and Fulham Urban Studies Centre. The main work of the Charity is to work with local people of all ages in West London to learn about their local environment. The Charity aims to promote active outdoor learning in the local area and bring together young people, teachers and expert professionals to examine issues around environmental change. UL offers a range of guided walks for the local community or corporate groups with a focus on urban heritage, wildlife, well-being and mindfulness.

Background and detail of proposal

This application looks to promote access for all to participate in the City of London's Cultural Offer by organising a range of guided walks for West London residents to places of cultural significance in the City of London. This project will target residents from disadvantaged backgrounds in West London who may not have been to or accessed any of the City's cultural institutions before. Building on the success of the previously funded project UL would like to continue the City of London tour project for a further year.

10 of the guided walks being organised will target residents that the charity engages with who may not have visited or know about the City's History and culture. Four additional guided tours will be with primary school children and their teachers looking at sites of interest of the great fire of London. The walks will be advertised amongst local voluntary organisations and across the charity's networks. At assessment they mentioned they would extend their offer to residents in North Kensington who may have been affected by events at the Grenfell Tower. Funding has not been sought elsewhere for this project as the grant amount requested covers the cost of the whole programme.

Financial Information

UL have a modest turnover and hold reserves in line with its reserves policy. The majority of work is done on a project basis and is only delivered if funding is secured.

Year end as at 31 March	2018	2019	2020
	Examined	Budget	Forecast
	£	£	£
Income & expenditure:			
Income	109,738	127,246	130,000
- % of Income confirmed as at 18/01/2019	n/a	100%	73%
Expenditure	(105,530)	(127,246)	(130,000)
Total surplus/(deficit)	4,208	0	0
Split between:			
- Restricted surplus/(deficit)	1,266	0	0
- Unrestricted surplus/(deficit)	2,942	0	0
	4,208	0	0
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Total Expenditure	105,530	127,246	130,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	44,757	44,757	44,757
No of months of operating expenditure	5.1	4.2	4.1
Reserves policy target	26,383	31,812	32,500
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target			

Recommendation

This application is looking to continue the tours of the City of London for West London residents. The previous project was well attended and provided opportunities for a range of individuals to access the cultural offer in the City of London. UL are not seeking any additional funding for this project and are requesting support for the whole budget which will cover the cost of staff and travel costs over 12 months. In comparison to other projects received in this round this one does not stand out and has not provided match funding options. However, as it meets the criteria and is to support existing work that has previously been funded then it is recommended as follows:

£5,390 over a 12-month period to deliver a range of accessible walks and visits to places of cultural interest in the City of London for west London residents.

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APPENDIX 2 - Inspiring London through Culture – Recommended for Rejection & Withdrawn Applications

Ref:	Organisation	Rejection Reason
15272	Academy of Ancient Music	The Charity seeks funding to research, perform and record two lesser-known pieces of baroque and classical music: Handel's Brockes-Passion and Jan Ladislav Dussek's Mass in C at the Barbican in 2019. Recordings of each performance will be available on music streaming platform Spotify. The panel did not consider that this application sufficiently meets the outcomes of the Inspiring London through Culture programme in terms of community benefit and so prioritised projects that did.
15261	Ante Terminum Productions LTD	<p>Funding is sought to contribute towards the cost of rehearsals and performance to revive the tradition of an annual performance of the St John Passion at St Bartholomew the Great.</p> <p>The organisation applying is not eligible for funding as it is a Company Limited by Guarantee with only 2 listed Directors. They are in the process of registering as a CIC and feedback will be provided that once established, they could make an application for support if they improve governance arrangements and recruit a further Director to the company, in line with best practice.</p>
15265	DASH Arts	This application is seeking support for an installation/performance project exploring how leaving Europe will affect society, which welcomes audiences with live performance, films, workshops and conversation. The project will take place at the Smithfield Rotunda in July 2019. At assessment, it was noted that this application would actively promote political activity/views, which falls outside of the funding criteria.

Withdrawn

15276	Theatre Centre	Standpoint is a public speaking programme that develops young people's confidence, voice, and leadership skills. At assessment it was clear that this application did not meet the criteria of the Inspiring London through Culture programme and may be better suited to applying to the Education and Employment them of the Central Grants Programme. The application has since been withdrawn.
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Committee(s)	Dated:
Culture, Heritage and Libraries	25/03/2019
Subject: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2018 – Guildhall Library Centenary Fund	Public
Report of: The Chamberlain Asistant Town Clerk and Culture Mile Director	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2018 for Guildhall Library Centenary Fund are presented in the format required by the Charity Commission.

Recommendation(s)

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

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP.
2. The Trustees Annual Report and Financial Statements were submitted to the Charity Commission within the agreed deadline of 31 January 2019.

Appendices

- Appendix 1 – Guildhall Library Centenary Fund Report and consolidated Financial Statements for the year ended 31 March 2018

Graham Nickless

Senior Accountant – Financial Services Division, Citizen Services

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***GUILDHALL LIBRARY CENTENARY FUND
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018***

Charity Number: 206950

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report and Financial Statements for the year ended 31 March 2018

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GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report for the year ended 31 March 2018

1. Reference and Administration Details

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

2. Structure, Governance and Management

The Governing Documents and constitution of the charity

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

Trustee selection methods

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

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

2. Structure, Governance and Management (continued)

Policies and Procedures for the Induction and Training of Trustees

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

Organisational structure and decision making process

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

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

Related Parties

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

Risk identification

The Trustees are committed to a programme of risk management as an element of their strategy to preserve the Charity's assets, enhance productivity for service users and members of the public.

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

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation in the exercise of all of its functions, including when acting as charity trustee.

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

The Charity Governance Code was published in July 2017. The Trustee is supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector. At this early point after the release of the Code, the Trustee is currently considering application of the recommended practice to the work of the Guildhall Library Centenary Fund charity.

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

3. Objectives and Activities for the public benefit

To advance the education and training of the public through the provision and conservation of library, archive, museum and gallery collections. The Trustees have due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Achievements and Performance

Key Targets for 2017/18 and review of achievement

The key target for 2017/18 was to continue to advance the education and training of the public in the provision of library, archive, museum and gallery collections by the following objectives:

- To receive donations toward the upkeep and conservation of special collections within City of London reference library, archive, museum and gallery services;
- To build up an endowment fund to care for the special collections housed within City of London reference library, archive, museum and gallery services for the use of future generations; and
- To build up a fund which enables the purchase of rare, unique and expensive items which would complement the holdings of City of London reference library, archive, museum and gallery services for the public to enjoy.

A small increase in the donations took place, thereby increasing the fund slightly, but no suitable opportunities for spending the funds were identified in 2017/18.

Following a minor restructure within the Town Clerks (Culture Mile) Department, the management of the Guildhall Library Centenary Fund has passed under the responsibility of the Director of London Metropolitan Archives. This has led to changes to the key priorities and targets for 2017/18 from the original ones stated in the 2016/17 Financial Statements.

4. Financial Review

Review of financial position

The income from investments during the year was £581 (2016/17: £607), and there were donations totalling £1,855 (2016/17: £279), the increase a result of increased awareness of the Fund to visitors at the Guildhall Library. In 2017/18 there was no expenditure (2016/17: £nil). The unrestricted income fund at the year-end had a balance of £12,844 (2016/17: £10,408) which will be expended if there are requirements to advance the education and training of the public in the provision of library, archive, museum and gallery services.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and interest is received from the Chamberlain of London on cash balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

4. Financial Review (continued)

As at 31 March 2018 the Fund achieved a return of +4.28% (2016/17 +16.30%) compared to the FTSE All Share Index return of +1.25% (2016/17 +21.95%), an out-performance of 3.03% (2016/17 underperformance of 5.35%). Over three and five years the Fund has outperformed the index as follows:

	2017/18		2016/17	
	3 Years	5 Years	3 Years	5 Years
Fund	5.97%	7.96%	8.39%	10.98%
FTSE All Share	5.86%	6.59%	7.69%	9.67%
Out performance	0.11%	1.37%	0.71%	1.31%

Reserves Policy

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

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

The principal funding source is from investments held with the City of London Charities Pool (1021138) ("the Charities Pool"), the City Corporation also being the sole trustee of this charity, and some cash which is invested on the London Money Market.

Investment Policy

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

Going Concern

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

5. Plans for Future Periods

The Charity in its current form is a merger of 3 very small charities following a review of these within the City Corporation in 2011. It covers all the City of London collections outlined under *Objectives and Activities for the public benefit*. While the funds will continue to be used for the purchase and conservation of items for and in these collections as the need arises, the focus for 2018-19 will be:

GUILDHALL LIBRARY CENTENARY FUND

Trustee's Annual Report (continued)

5. Plans for Future Periods (continued)

- (1) to identify small projects that deliver on the cross-collection nature of the charity and in particular the education of the public.
- (2) to plan for larger cross-collection exhibitions in 2019-2020, potentially using funds as partner funding for external grant applications.

6. Statement of Trustee's Responsibilities

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

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

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

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

7. Adopted and signed for on behalf of the Trustee on 13 November 2018.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee

Jamie Ingham Clark
Deputy Chairman of Finance Committee

Guildhall
London
13 November 2018

GUILDHALL LIBRARY CENTENARY FUND

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

Opinion

We have audited the financial statements of Guildhall Library Centenary Fund (the 'Charity') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and,

GUILDHALL LIBRARY CENTENARY FUND

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

Other information (continued)

except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 6, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if,

GUILDHALL LIBRARY CENTENARY FUND

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

Auditor's responsibilities for the audit of the financial statements (continued)

individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Nick Bennett, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor

150 Aldersgate Street

London

EC1A 4AB

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

Date:

GUILDHALL LIBRARY CENTENARY FUND

Statement of Financial Activities for the year ended 31 March 2018

	Notes	Unrestricted Fund £	Endowment Fund £	Total 2017/18 £	Total 2016/17 £
Income and Endowments from:					
Donations and Legacies	3	1,855	-	1,855	279
Income from investments	3	581	-	581	607
Total income and endowments		<u>2,436</u>	<u>-</u>	<u>2,436</u>	886
Net gains on investments	7	-	141	141	1,645
Net income		<u>2,436</u>	<u>141</u>	<u>2,577</u>	2,531
Net movement in funds		<u>2,436</u>	<u>141</u>	<u>2,577</u>	2,531
Reconciliation of funds					
Funds brought forward	9	10,408	15,426	25,834	23,303
Funds carried forward	9	<u>12,844</u>	<u>15,567</u>	<u>28,411</u>	25,834

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

All incoming resources and resources expended derive from continuing activities.

GUILDHALL LIBRARY CENTENARY FUND

Balance Sheet as at 31 March 2018

	Notes	2018 £	2017 £
Fixed Assets			
Investments – 1,769 Charities Pool Units	7	15,567	15,426
Current Assets			
Cash at bank and in hand		12,844	10,408
Net Assets		<u>28,411</u>	<u>25,834</u>
The funds of the charity:			
Endowment fund	9	15,567	15,426
Unrestricted fund	9	12,844	10,408
Total Funds		<u>28,411</u>	<u>25,834</u>

Approved and signed for and on behalf of the Trustee.

The notes at pages 12 to 16 form a part of these financial statements.

Dr Peter Kane
Chamberlain of London
13 November 2018

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2018

1. Accounting Policies

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

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

Guildhall Library Centenary Fund is a public benefit entity and the financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

(b) ***Going Concern***

The Charity is considered a going concern for the foreseeable future as the Trustee has due regard to maintaining the capital base and only the investment income is generally used in furtherance of the objectives of the Charity. The majority of the Charity's income is from investments in the Charities Pool administered by the City of London Corporation. The investment policy is set out in Section 4 of the annual report. There are no material uncertainties about the entity's ability to continue as a going concern.

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

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

(d) ***Income Recognition***

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

(e) ***Investment Income***

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

(f) ***Expenditure Recognition***

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

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2018 (continued)

1. Accounting Policies (continued)

(g) ***Managed Investments***

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The net gain on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2017 and 31 March 2018.

(h) ***Fund Accounting***

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

2. Tax Status of the Charity

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

3. Incoming Resources

Incoming resources from generated funds consists of investment income derived from investments in the Charities Pool noted in 1 (e) above and interest received on cash balances. Income for the year amounted to £581 (2016/17 £607). In addition, there were donations totalling £1,855 (2016/17 £279).

4. Resources Expended

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

5. Support Costs

Staff numbers and costs

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

Auditor's remuneration and fees for external financial services

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

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2018 (continued)

6. Other Items of Expenditure

Trustee's expenses

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

7. Investment Assets

The value and cost of investments comprises:

	Endowment Fund	
	2018	2017
	£	£
Market Value 1 April	15,426	13,781
Net investment gain	141	1,645
Market value 31 March	15,567	15,426
Cost 31 March	1,769	1,769
Number of Charities Pool (Units)	1,769	1,769

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

	2018	2017
	£	£
Equities		
UK	12,148	12,010
Overseas	1,908	2,170
Bonds - UK & Overseas	101	85
Pooled Units - UK	1,057	764
Cash held by Fund Manager	353	397
Total Funds	15,567	15,426

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and interest is received from the Chamberlain of London on cash balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

As at 31 March 2018 the Fund achieved a return of +4.28% (2016/17 +16.30%) compared to the FTSE All Share Index return of +1.25% (2016/17 +21.95%), an out-performance of 3.03% (2016/17 underperformance of 5.35%). Over three and five years the Fund has outperformed the index as follows:

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2018 (continued)

7. Investment Assets (continued)

	2017/18		2016/17	
	3 Years	5 Years	3 Years	5 Years
Fund	5.97%	7.96%	8.39%	10.98%
FTSE All Share	5.86%	6.59%	7.69%	9.67%
Out performance	0.11%	1.37%	0.71%	1.31%

8. Analysis of Net Assets by Fund at 31 March 2018

	Unrestricted Funds	Endowment	Total	Total
	General	Fund	2018	2017
	£	£	£	£
Fixed Assets				
Investments	-	15,567	15,567	15,426
Total Fixed Assets	-	15,567	15,567	15,426
Current Assets	12,844	-	12,844	10,408
Total Net Assets	12,844	15,567	28,411	25,834

9. Movement of Funds during the year to 31 March 2018

	Balance at 1 April 2017	Income	Losses	Balance at 31 March 2018
	£	£	£	£
Permanent Endowment	15,426	141	-	15,567
Unrestricted Funds				
General	10,408	2,436	-	12,844
Total Funds	25,834	2,577	-	28,411

Notes to the funds-

Capital Fund - Permanent Endowment

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

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

Income Fund – Unrestricted

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

GUILDHALL LIBRARY CENTENARY FUND

Notes to the Financial Statements for the year ended 31 March 2018 (continued)

10. Details of related parties and wider networks

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

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

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

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Committee(s)	Dated:
Culture, Heritage and Libraries	25/03/2019
Subject: Trustees Annual Report and Financial Statements for the Year Ended 31 March 2018 – Keats House	Public
Report of: The Chamberlain Director of Open Spaces	For Information

Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2018 for Keats House are presented in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustees Annual Report and Financial Statements and the revised wording for the 2018/19 Financial Statements be noted.

Main Report

1. The Trustees Annual Report and Financial Statements in the format required by the Charity Commission are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and the auditors Moore Stephens LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.
2. The Trustees Annual Report and Financial Statements were submitted to the Charity Commission within the agreed deadline of 31 January 2019.
3. The wording of the Reserves Policy for the 2018/19 Financial Statements will be revised to ensure full compliance with the SORP. The new wording will state:

“The annual net operating costs of the charity are funded on an ongoing basis by the City of London Corporation through its’ City’s Cash Fund. The charity therefore does not need to maintain free reserves at a stated level, being either a fixed amount or a stated number of months, to ensure continued delivery of the charity’s objectives. For good governance purposes, the trustee considers holding a minimum balance of £20,000 as free reserves to be suitable in light of the operating model in place.”

Appendices

- Appendix 1 – Keats House Report and consolidated Financial Statements for the year ended 31 March 2018

Graham Nickless

Senior Accountant – Financial Services Division, Citizen Services

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KEATS HOUSE

***REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018***

Charity Number: 1053381

KEATS HOUSE

Trustee's Annual Report and Financial Statements for the year ended 31 March 2018

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KEATS HOUSE

Trustee's Annual Report for the year ended 31 March 2018

1. Reference and Administrative Details

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

2. Structure Governance and Management

The governing document

Scheme of the Charity Commissioners Sealed 6 November 1996.

Trustee Selection methods

All elected Members of the Court of Common Council (both Aldermen and Commoners) collectively exercise the City of London Corporation's duties as Trustee of the Charity. The Court annually appoints the Culture, Heritage and Libraries Committee from among its elected Aldermen and Members to govern the Charity on its behalf, taking into consideration particular expertise and knowledge.

Policies and procedures for the induction and training of trustees

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

KEATS HOUSE

Trustee's Annual Report (continued)

2. Structure Governance and Management (continued)

Organisational structure and decision making process

The Charity is administered in accordance with the Charity's governing scheme and the City of London Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations of the City of London Corporation. These governance documents are available from the Town Clerk at the principal address.

Each elected Member by virtue of their membership of the Court of Common Council, its relevant committee and sub-committees, has a duty to support the City Corporation in the exercise of its duties as Trustee of the Charity by faithfully acting in accordance with the Terms of Reference of the relevant committee or sub-committee, and the City Corporation's agreed corporate governance framework as noted above.

The Charity Governance Code was published in July 2017. The Trustee is supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector. At this early point after the release of the Code, the Trustee is currently considering application of the recommended practice to the work of the Keats House charity.

Details of related parties and wider networks

Note 12 to the accounts on page 24 provides details on any related parties and wider networks.

Risk identification

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

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

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation in exercise of all of its functions, including when acting as charity trustee.

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

KEATS HOUSE

Trustee's Annual Report (continued)

2. Structure, Governance and Management (continued)

Risk identification (continued)

There are 7 risks which have been identified. These are:

- Investment income from cash balances may significantly reduce, (although this risk is not just for this Charity, but part of a wider risk identified by the City of London Corporation);
- Funding from the City may be reduced following a change in budget policy;
- Poor repair and maintenance of buildings;
- Charity lacks direction, strategy and forward planning;
- Recruiting and retraining appropriately skilled staff, contractors and the Public;
- Ensuring the Health and Safety of staff, contractors and the Public; and
- Theft or damage relating to Keats House and its contents.

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

3. Objectives and Activities for the Public Benefit

The Charity's origin

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

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

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

KEATS HOUSE

Trustee's Annual Report (continued)

3. Objectives and Activities for the Public Benefit (continued)

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

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

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

The mission statement of the Department is to protect our treasured green spaces for people and wildlife and ensure our outstanding heritage assets are protected, accessible, and welcoming. Our departmental ambitions are that:

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

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

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

4. Achievements and Performance

Key targets for 2017-18 and review of achievement were:

1. *To increase the number of paying visitors to the House as an attraction, focussing on our core offer.*

Keats House continues to be open to the public Wednesday – Sunday, 11am – 5pm throughout the year and also on Bank Holidays. Sustaining these public opening hours is made possible by the continued support of our volunteer team.

Keats House participates in both the Art Fund and National Trust schemes, offering free and half price entry to the House respectively. We also offer reduced rate entry to seniors and concessions, with children aged 17 and under being admitted free. This pricing structure appears to be having a positive effect on visitor numbers.

To ensure the quality of our visitor offer, Keats House again participated in Visit England's Visitor Attraction Quality Assurance Scheme. Keats House received a quality assessment visit in December 2017, achieving an overall score of 86% / good.

KEATS HOUSE

Trustee's Annual Report (continued)

4. Achievements and Performance (continued)

Key targets for 2017-18 and review of achievement (continued)

2. *To increase income for the House by developing our retail and private hire offers.*

The shop continues to offer a small but attractive range of merchandise, including Keats House branded souvenir products. Income has decreased by 3% to £21,931, however profit has increased by 36% to £9,186, owing to a decrease in Cost of Sales of £3,114.

The private hire offer continues to grow, with greater awareness through promotion on the City of London and local community web pages, as well as our What's On Guide and posters on site. However, despite this, income from private hire decreased by 6% to £16,925.

Publicity continues to be mainly through our seasonal events brochure, which is produced and distributed three times a year. This is supplemented by specific flyers and social media postings, with a continued presence on the City of London Corporation website. As at April 2018, @keatshouse had c. 4,400 followers on Twitter (a c.30% increase over a 12 month period). Facebook likes increased from 3,130 to 3,410 over a similar period and our Instagram channel was launched in October 2017, with c. 370 followers by year end.

3. *To ensure the widest demographic can enjoy and learn about poetry and Keats's story using creative interpretation and collaborative programming as a mechanism to do this.*

Exhibitions

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 October 2018 and included in Keats House admission.

Events

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 free, monthly Family Days continue to be popular, offering craft and literary activities for families, with themes inspired by Keats House and gardens.
- 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.

KEATS HOUSE

Trustee's Annual Report (continued)

4. Achievements and Performance (continued)

Key targets for 2017-18 and review of achievement (continued)

- 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.
- We continued to benefit from the support of Keats Foundation through an annual conference hosted at the House, individual talks, notably by their Chair Professor Nicholas Roe, as well as a series of workshops and performances by the Keats House Poets.
- Keats House took part in Open House London 2017 and was visited by over 1,000 people on the weekend of 16 – 17 September.

4. *To care for and improve access to our Grade I listed building and collection* – An overall condition survey of Keats House and Ten Keats Grove was conducted by the City Surveyor's Department. No immediate high risk issues were identified, but this survey is now being used to prioritise a programme of works to these Grade I & Grade II listed buildings respectively, are maintained and improved to ensure they can be accessed and enjoyed by future generations.
5. *To become more actively engaged with our local community* – Keats House and Ten Keats Grove continue to enjoyed by local residents and have an active programme to engage with the local community. Keats Community Library, which operates under a licence from ten Keats Grove, has a particularly significant role in providing a local library service and enjoys a special relationship with Keats House, running joint events for local people and families. Keats House's one programme also encourages local people to play an active role in their community, particularly through our volunteer programme and events programmed and delivered by the Keats House Ambassadors and Keats House Poets.

Formal Education

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. Between April 2017 and March 2018, 624 primary school students, 934 secondary school students and 438 higher education students visited in organised groups.

KEATS HOUSE

Trustee's Annual Report (continued)

4. Achievements and Performance (continued)

KPIs for 2017/18

1. To increase visitor numbers by 3%. House: 22,665; Total including garden: 34,716.

Actual visitor figures were, House: 23,540 (2016/17: 22,005); Total including garden: 33,705 (2016/17: 33,802).

2. To maintain high or increase Net Promoter Score as an indication of customer satisfaction at Keats House.

The Net Promoter Score was 76 (2016/17: 71) against a target of 73 (2016/17: 73).

3. To increase revenue through retail and private hire by 5%. Retail £23,736; private hire £18,894.

Retail income decreased by 3% to £21,931 (2016/17: increased by 12% to £22,606). Private hire decreased by 6% to £16,925 (2016/17: increased by 46% to £17,994).

Following a change in management at the House and to the Open Spaces Business manager, the key priorities and KPI's for 2017/18 changed during the year from the original ones stated in the 2016/17 Financial Statements.

5. Financial Review

Review of financial position

Total resources expended for the year were £476,978 (2016/17: £425,102) and total income was £503,812 (2016/17: £462,133) of which the City of London Corporation contributed £360,407 (2016/17: £321,381). The reason for the increase in resources expended is largely due to increased employee costs of £226,546 (2016/17: £205,049), resulting from a new apprentice and a 3.5% increase in Superannuation rates from April 2017, increased support services of £77,982 (2016/17: £69,751) as a result of increased allocation of central support and IS charges (note 5) along with Open Spaces Directorate recharges of £6,515 (2016/17: nil) as Keats House had its first full year as part of the Open Spaces Department. In addition, there were costs associated with the CIL funded toilet refurbishment project of £9,018 (2016/17: nil). Along with the increased City of London Corporation deficit funding contributions, there was also a new incoming recharge for officer time spent on Committee activities of £17,000 (2016/17: nil). In addition, there was a new CIL grant receipts of £9,018 (2016/17: nil). The fund balance of £252,866 represents the unspent balance of an unconditional bequest (including accrued interest), profit on trading income and unspent admissions income and donations and a restricted fund relating to the Keats Love Letter of £100,000 (2016/17: £226,032 including Keats Love Letter of £100,000).

KEATS HOUSE

Trustee's Annual Report (continued)

5. Financial Review (continued)

Reserves Policy

The Charity owns the land and premises and the Charity has no underlying fixed assets. The annual deficit of the Charity is funded by the City of London Corporation's City's Cash. The only reserve held by the Charity is the net current assets carried forward from one year to the next as unrestricted funds. It is anticipated that there will be a drawdown from reserves to help fund the cost of the Keats200 programme. A reserves policy is therefore inappropriate.

Investment Policy

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

Going Concern

The Trustee considers the Charity to be a going concern for the foreseeable future as detailed in the Accounting Policies note 1(b).

6. Plans for Future Periods

The key priorities for 2018/19 are:

1. To develop plans for our Keats200 programme, celebrating the 200th anniversary of John Keats's time at the House, 1818 - 1821;
2. To grow and diversify our audiences by working creatively with partners to deliver an engaging and relevant programme of exhibitions and events;
3. To deliver a learning programme which supports social mobility for children and young people, families and adult learners;
4. To care for and improve access to our Grade I listed building and historic collections;
5. To increase earned and charitable income; and
6. To become more actively engaged with our local community.

KPIs for 2018/19

1. To increase visitor numbers by 3%. House: 24,246; Total including garden: 34,716.
2. To maintain high or increase Net Promoter Score as an indication of customer satisfaction.
3. To increase revenue through retail and private hire by 5%. Retail £23,028; private hire £17,771.

7. Statement of Trustee's Responsibilities

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

KEATS HOUSE

Trustee's Annual Report (continued)

7. Statement of Trustee's Responsibilities (continued)

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

In preparing these financial statements, the trustee is required to:

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

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

8. Adopted and signed for on behalf of the Trustee on 13 November 2018.

Adopted and signed for and on behalf of the Trustee.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee

Jamie Ingham Clark
Deputy Chairman of Finance Committee

Guildhall
London
13 November 2018

KEATS HOUSE

Independent Auditor's Report to the Trustees of Keats House

Opinion

We have audited the financial statements of Keats House (the 'Charity') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

KEATS HOUSE

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and,

Independent Auditor's Report to the Trustees of Keats House (continued)

Other information (continued)

except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on pages 9-10, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a

KEATS HOUSE

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report to the Trustees of Keats House (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Nick Bennett, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor

150 Aldersgate Street

London

EC1A 4AB

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

Date:

KEATS HOUSE

Statement of Financial Activities for the year ended 31 March 2018

	Notes	2017/18 Unrestricted Funds £	2017/18 Restricted Funds £	2017/18 Total Funds £	2016/17 Total Funds £
Income from:	3				
Donations and Legacies		388,117	-	388,117	349,416
Income from Investments		27	-	27	92
Income from charitable activities		115,668	-	115,668	112,625
Total income		503,812	-	503,812	462,133
Expenditure on:	4				
Expenditure on Raising Funds		12,746	-	12,746	15,860
Expenditure on Charitable activities		464,232	-	464,232	409,242
Total expenditure		476,978	-	476,978	425,102
Net income/(expenditure)		26,834	-	26,834	37,031
Net movement in funds		26,834	-	26,834	37,031
Reconciliation of funds					
Total Funds brought forward	11	126,032	100,000	226,032	189,001
Total Funds carried forward	11	152,866	100,000	252,866	226,032

All operations are continuing.

KEATS HOUSE

Balance Sheet as at 31 March 2018

	Notes	2018 £	2017 £
Heritage assets	7	100,000	100,000
Current assets			
Stock	8	12,026	14,898
Debtors	9	35,075	17,848
Cash at Bank and in Hand		131,801	132,564
		178,902	165,310
Current Liabilities:			
Creditors: Amounts falling due within one year	10	(26,036)	(39,278)
Net Current Assets		152,866	126,032
Total Assets less Current Liabilities		252,866	226,032
The funds of the charity:			
Unrestricted funds	11	152,866	126,032
Restricted funds	11	100,000	100,000
Total charity funds		252,866	226,032

The notes at pages 16 to 24 form part of these accounts.

Approved and signed for and on behalf of the Trustee.

Dr Peter Kane
Chamberlain of London
13 November 2018

KEATS HOUSE
Notes to the Financial Statements for the year ended 31 March 2018

1. Accounting Policies

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

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

Keats House is a public benefit entity and the financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

(b) ***Going Concern***

The Charity is considered a going concern for the foreseeable future as net expenditure is met by the City of London Corporation through its City's Cash fund. The City of London Corporation is committed to the ongoing support of the services and activities provided by the Charity. There are no material uncertainties about the entity's ability to continue as a going concern.

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

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2018 which is publicly available and can be found at www.cityoflondon.gov.uk.

(d) ***Income Recognition***

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

(e) ***Expenditure Recognition***

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

(f) ***Heritage Assets***

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

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

1. Accounting Policies (continued)

(f) ***Heritage Assets (continued)***

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

In accordance with the Charity's scheme two buildings and the land were transferred at no cost to the ownership of the Trust on 1st January 1997. The buildings comprise the Grade 1 listed Keats House itself valued at £1,861,075 (2016/17 £1,815,683), (for insurance purposes) and a 1930s building called the Heath Library valued at £1,163,563 (2016/17 £1,135,184), (for insurance purposes). This latter building is now used by cultural and community groups, primarily the Keats Community Library Phoenix Group, with one room set aside to be used in compliance with the objectives of the Keats House Charity.

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

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

(h) ***Stocks***

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

(i) ***Pension Costs***

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the charities it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £592.6m as at 31 March 2018 (£597.9m as at 31 March 2017). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in note 6 and any employer's pension contributions within support services costs as disclosed at note 5. Following the statutory triennial valuation of the pension fund as at 31st March 2016, completed by independent consulting actuaries, an employer's contribution rate of 21% has been applied for 2017/18, 2018/19 and 2019/20, (2016/17 17.5%). There are no outstanding or pre-paid contributions at the balance sheet date.

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

1. Accounting Policies (continued)

(j) **Fund Accounting**

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

2. Tax Status of the Charity

Keats House is a registered charity and, as such, its income and gains are exempt from income tax to the extent that they are applied to its charitable purposes.

3. Income

Income comprised as follows:

	2017/18 £	2016/17 £
Income from:		
Donations and Legacies		
City of London Corporation funding	360,407	321,381
Other Contributions/grants	25,586	25,194
Donations	2,124	2,841
Total Donations and Legacies	388,117	349,416
Income from Investments	27	92
Income from charitable activities		
Sales of souvenirs and books	21,931	22,606
Admission charges	40,905	36,010
Charges for services	52,832	54,009
Total income from charitable activities	115,668	112,625
Total Income	503,812	462,133

Grant from City of London Corporation

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides a reimbursement of officer time spent on Committee activities.

Other Contributions/grants

Grants received in respect of the Young Roots Project and a CIL grant for the new Toilet refurbishment project.

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

3. Income (continued)

Donations

The total amount received of £2,124 comprises sums deposited in the two collections boxes and other unsolicited sums received. (2016/17: £2,841).

Sale of Souvenirs and Books

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

Charges for Services

Charges for services are comprised as follows:

	2017/18 £	2016/17 £
Keats Community Library	25,000	23,560
Private Hire of Keats House	16,925	17,994
Public Events	9,703	11,408
Filming	756	133
Photography Charges	-	113
Membership Fees	420	633
Other income	28	168
Total	52,832	54,009

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

4. Expenditure

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	Total 2017/18 £	Total 2016/17 £
Expenditure on:				
Raising funds	12,746	-	12,746	15,860
Charitable activities	379,735	84,497	464,232	409,242
Total	392,481	84,497	476,978	425,102

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

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

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

4. Expenditure (continued)

Auditor's remuneration and fees for external financial services

Moore Stephens are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Trust during the year or in the previous year.

Trustee's expenses

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the City. However, Members may claim travelling expenses in respect of activities outside the City and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses have been claimed in the year (2016/17 £nil).

5. Support costs

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

Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	2017/18 Total £	2016/17 Total £
Department		
Chamberlain	32,252	29,888
Town Clerk	10,370	10,305
City Surveyor	7,252	3,500
Information Systems	23,674	21,816
Other governance and support costs	4,434	4,242
Recharges from Open Spaces Directorate	6,515	-
Total support costs	84,497	69,751

The main support services provided by the City of London Corporation are:

Chamberlain	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
Comptroller and City Solicitor	Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

5. Support Costs (continued)

Town Clerk	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.
City Surveyor	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
Information Systems	The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.
Other governance costs	Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.
Open Spaces Directorate Recharge	Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space Charity.

6. Staff numbers and costs

The full time equivalent number of staff employed by the City of London Corporation charged to Keats House in 2017/18 is 4.8 (2016/17 4.8) at a cost of £224,328 (2016/17 £204,161). The table below sets out the employment costs and the number of full time equivalent staff charged directly to the charity.

	No. of employees	Gross Pay £	Employer's National Insurance £	Employer's Pension Contribution £	Total £
2017/18 Charitable activities	4.8	174,434	15,101	34,793	224,328
2016/17 Charitable activities	4.8	163,101	14,414	26,646	204,161

There were no employees charged wholly to the Charity whose remuneration exceeded £60,000 (2016/17: Nil). There were no employees charged partly to the Charity whose total remuneration exceeded £60,000 (2016/17: One). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

KEATS HOUSE

Notes to the Financial Statements for the year ended 31 March 2018

7. Heritage Assets

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

At 31 March 2018 the net book value of heritage assets relating to direct charitable purposes amounts to £100,000 (31 March 2017 £100,000) as set out below.

	2014	2015	2016	2017	2018
	£	£	£	£	£
<u>Cost</u>					
At 1 April	100,000	100,000	100,000	100,000	100,000
Additions	-	-	-	-	-
At 31 March	100,000	100,000	100,000	100,000	100,000
<u>Net book value</u>					
At 31 March	100,000	100,000	100,000	100,000	100,000
At 31 March	100,000	100,000	100,000	100,000	100,000

8. Stock

The value of stock at 31 March 2018 was £12,026 (2017: £14,898) and is constructed of: Souvenirs (£11,062) (2017: £13,306) and Books (£964) (2017: £1,592). The Cost of Sales for the year was £12,746 (2017: £15,860).

9. Debtors

Debtors consist of :-

	2018	2017
	£	£
Other Debtors	738	7,990
Payments in Advance	2,939	2,716
Value Added Tax	1,804	-
Sundry Debtors	29,594	7,142
Total	35,075	17,848

KEATS HOUSE
Notes to the Financial Statements for the year ended 31 March 2018

9. Debtors (continued)

The main reason for the increase in Sundry Debtors is due to the invoice for the full years rental demand for Keats Community Library not being raised during 2017/18 owing to delays in the new licencing agreement. The main reason for the decrease in Other Debtors was due to the remaining unpaid final quarter from 2016/17 for Keats Community Library being paid in May 2017.

10. Creditors

Creditors consist of :-

	2018 £	2017 £
Sundry Creditors	5,405	2,899
Other Creditors	15,819	36,379
Receipts in Advance	4,812	-
Total	26,036	39,278

The main reason for the decrease in Other Creditors was due to a larger number of of receipted goods which were awaiting payment at the end of 2016/17.

11. Movement of Funds during the year to 31 March 2018

	Fund Balances Brought Forward £	Income £	Expenditure £	Fund Balances Carried Forward £
Unrestricted Funds				
<i>General Funds</i>	121,003	503,785	(476,978)	147,810
<i>Designated funds</i>				
- Acquisition and Collection Care Reserve	3,688	20	-	3,708
- Development of Service Reserve	1,341	7	-	1,348
Total Unrestricted Funds	126,032	503,812	(476,978)	152,866
Restricted Funds				
- Keats Love Letter	100,000	-	-	100,000
Total Restricted Funds	100,000	-	-	100,000
Total Funds	226,032	503,812	(476,978)	252,866

KEATS HOUSE
Notes to the Financial Statements for the year ended 31 March 2018

11. Movement of Funds during the year to 31 March 2018 (continued)

Notes to the funds

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

12. Details of Related Party and Wider Networks

The following disclosures are made in recognition of the principles underlying Financial Reporting Standard 102 concerning related party transactions.

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

The City of London Corporation is also the Trustee of a number of other charitable trusts. With the exception of Ground Maintenance works undertaken for the Charity by Hampstead Heath, (803392), these Charity's do not undertake transactions with Keats House. These charges totalled £8,000 for 2017/18 (£8,000 2016/17).

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

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

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

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

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

KEATS HOUSE
Notes to the Financial Statements for the year ended 31 March 2018

Committee:	Date:
Culture, Heritage and Libraries Committee	25 March 2019
Subject: Final Departmental High-level Business Plans 2019/20 – Department of Community & Children’s Services Open Spaces Department Town Clerk’s Department (Cultural Services)	Public
Report of: Town Clerk, Director of Community & Children’s Services and Director of Open Spaces	For Decision
Report authors: Marcus Roberts, Department of Community & Children’s Services Gerry Kiefer, Open Spaces Department Sarah Blogg, Town Clerk’s Department	

Summary

This report presents for approval the final high-level Business Plans for the Department of Community & Children’s Services, the Open Spaces Department and the Town Clerk’s Department (Cultural Services) for 2019/20.

Recommendation

Members are asked to approve the final high-level Business Plans for 2019/20 for the Department of Community & Children’s Services, the Open Spaces Department and the Town Clerk’s Department (Cultural Services) and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017/18. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. For 2019/20, to secure deeper Member engagement with Business Plans, a series of four informal ‘cluster’ meetings took place in early February to allow Chairmen and Deputy Chairmen of relevant approving Committees to scrutinise how departments are using their 2019/20 Business Plans to prioritise activities

towards corporate goals. These meetings were chaired by the Chair and Deputy Chairman of Resource Allocation Sub Committee.

4. To complement this, and to give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance of these meetings, a 'Business Plan Surgery' was held on 10 January (immediately before Court of Common Council).
5. Taken together, these sessions replace the submission of draft high-level Business Plans to Committees. Final high-level Business Plans are still subject to Committee approval, as in previous years.
6. Work has also taken place to review the content and format of the supporting detail beneath the high-level Business Plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; EEE Health Checks (economy, efficiency and effectiveness), and schedules of measures and key performance indicators for outputs and outcomes. This is a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

Final High-level summary Business Plans for 2019/20

7. This report presents at Appendices 1, 2 and 4 the final high-level Business Plans for 2019/20 for:
 - Department of Community & Children's Services
 - Open Spaces Department
 - Town Clerk's Department (Cultural Services)

Department of Community & Children's Services

8. The high-level summary Business Plan for 2019/20 for the Department of Community and Children's Services, presented as Appendix 1, shows in bolder text those areas of the department that fall within the remit of this Committee. It incorporates the priority objectives set out in the *DCCS Business Plan 2017-22*, which sets the compass for the Department's work. It aligns to and delivers the *Corporate Plan 2018-23*, and particularly the strategic objective to "contribute to a flourishing society" and the outcomes that sit below it:
 - people are safe and feel safe;
 - people enjoy good health and wellbeing;
 - people have equal opportunities to enrich their lives and reach their full potential; and
 - communities are cohesive and have the facilities they need.
9. The DCCS Business Plan has been developed in consultation with Members, directors, senior departmental managers and teams. We have worked closely with Business Planners from across the City Corporation to align our work to our corporate objectives and to identify synergies and opportunities for collaboration.

The high-level summary Business Plan sets out DCCS's key ambitions and objectives for 2019/20.

Open Spaces Department

10. This report presents as Appendix 2 the final high-level Business Plan for 2019/20 for the Open Spaces Department.
11. This Business Plan reflects the breadth of the Department recognising the services provided at: Tower Bridge and the Monument, Keats House, the City's Cemetery and Crematorium and our Open Spaces across and beyond London.
12. The Departments three top line objectives remain unchanged from last year and align closely with the Corporate Plan. The three objectives are:
 - A. Open spaces and historic sites are thriving and accessible
 - B. Spaces enrich people's lives
 - C. Business practices are responsible and sustainableBelow these three objectives sit twelve outcomes.
13. The Business Plan uses bracketed numbers to show how the Open Spaces outcomes link to the twelve outcomes of the Corporate Plan 2018-23.
14. Delivery of the Business Plan is driven through a range of divisional activities. The high-level business plan groups these as generic statements of activity (Appendix 2 page two). The detail behind these activity statements is shown in Appendix 3. This appendix is used inter- and intra-departmentally to show the activity that different divisions will be progressing in 2019/20. Some of the key activities relating to the work of this Committee include:
 - **Tower Bridge –**
 - Launch and evaluate the fully accessible education facility at Tower Bridge
 - Celebrate Tower Bridge's 125th anniversary
 - Develop Tower Bridge's cultural profile via Artist in Residence programmes and other cultural events.
 - Explore the potential for a secure exit facility at the Bridge's South Tower
 - **The Monument –**
 - Progress a standalone Visitor Centre for The Monument
 - **Keats House –**
 - Progress access improvements at Keats House
 - Deliver Keats200 anniversary programme
 - Implement Keats House Forward Plan
 - Draft the Keats House Improvement Plan
15. The Department has reviewed its performance measures against the twelve outcomes and areas of activity and there are a range of measures which Tower Bridge, the Monument and Keats House help to achieve e.g. short-term sickness, apprentice performance, webpage visits. There are also specific measures for Tower Bridge, Monument and Keats House which will be reported to this Committee. They are:

Description	2018/19 target or 'actual'	2019/20 target
Number of visits to our heritage visitor attractions	Target = 1,034,246 (Tower Bridge, Monument and Keats house)	1,030,000 (Tower Bridge and Monument + Keats House (25,000 or +3% on 2018/19 actual outturn))
Customer satisfaction at our heritage visitor attractions	Actual = 100% @ Institute of Tourist Guiding score at Tower Bridge 93%% @ Visit England Annual Quality Attraction Assessment Scheme score at Tower Bridge 81% @ Visitor Attraction Quality Assessment Scheme score at Keats House	100% @ Institute of Tourist Guiding score at Tower Bridge 90% @ Visit England Annual Quality Attraction Assessment Scheme score at Tower Bridge 85% @ Visitor Attraction Quality Assessment Scheme score at Keats House
Net expenditure (CHL Committee)	Target = £1,592,000	(£1,555,000)
Income generated (CHL Committee)	Target = £ 6,842,000	£6,992,000

Town Clerk's Department (Cultural Services)

16. The high-level summary Business Plan for 2019/20 for the Cultural Services division of the Town Clerk's Department, presented at Appendix 4, has been developed in consultation with departmental senior managers and their teams.
17. The objective of the Cultural Services Business Plan is to support and closely align the departmental ambitions and objectives with those of the Corporate Plan. The delivery of this plan will focus on the projects and targets summarised within.

Conclusion

18. This report presents the final high-level summary Business Plans for 2019/20 for the Department of Community & Children's Services, the Open Spaces Department and the Town Clerk's Department (Cultural Services) for Members to approve and provide feedback.

Appendices

- Appendix 1: Department of Community & Children's Services
- Appendices 2 and 3: Open Spaces Department
- Appendix 4: Town Clerk's Department (Cultural Services)

Tom Conniffe

Corporate Performance Manager

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We provide care, support and guidance to our diverse communities

APPENDIX 1

The corporate outcomes we aim to impact on are:

- *Contribute to a flourishing society – supporting our communities so they feel safe, have good health, have opportunities to enrich their lives and reach their potential and develop.*
- *Support a thriving economy – support our communities to nurture their skills and achieve their potential.*
- *Shape outstanding environments – ensure our homes and community spaces are accessible and well-maintained.*

What we do is:

People:

- Adult Social Care, Children's Social Care, Education & Early Years, Homelessness Prevention and Rough Sleeping, including Tenancy Support and Benefits.

Commissioning & Partnerships:

- Performance monitoring and analysis, strategic planning, policy development, service commissioning and the Health Integration Programme.

Housing and Barbican

- Social housing and Barbican Estate Management, Property Services, Housing Development, Sheltered Accommodation and Community Engagement.

Education Unit:

- Education Strategy (Family of Schools), Cultural & Creative Learning Strategy (including Culture Mile Learning), Skills Strategy, Academy Development, Adult Learning, Apprenticeships.

Barbican and Community Libraries / Information Services:

- Lending Libraries, stock services and digital infrastructure, Developing Libraries as Community Hubs.

Public Health

- Business Healthy, Health Planning/promotion and Pan-London Sexual Health.

Our budget 2019/20 is:

(£,000)	Local risk	Central risk
People	7,739	474
Commissioning & Partnerships	2,240	(123)
Housing Revenue Account (HRA)*	(1,379)	(250)
Housing (non - HRA)	820	67
Barbican Estate	(1,924)	(1,035)
Education	912	1,730
Community Libraries	2,283	294

*HRA total income is £15,193,000
Public Health grant is £1,571,000

Our top line objectives / outcomes are:

Safe - People of all ages live in safe communities, our homes are safe and well maintained and our estates are protected from harm.

Potential - People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning, and skills which link to the world of work.

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

Health and Wellbeing - People of all ages enjoy good mental and physical health and wellbeing.

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

What we'll measure:

- A **departmental Outcomes Framework** provides a basis for outcomes-based commissioning and delivery
- **Key Performance Indicators** (KPIs) have been identified for each of the departmental objectives to support the monitoring and tracking of progress. Our KPIs are subject to annual review.

	Our priorities for 2019-20	How we will measure our progress	Support for the Corporate Plan
Safe Potential Independence	<i>Safeguarding and support for children, vulnerable adults and carers, including the homeless and rough sleepers, and co-producing services with them</i>	<ul style="list-style-type: none"> Issues for children in need and/or at risk assessed and addressed efficiently Effective involvement of service users Positive outcomes for adults referred to safeguarding Fewer people on the streets and for less time 	FLOURISHING SOCIETY: <ul style="list-style-type: none"> ✓ People are safe and feel safe ✓ People have equal opportunities to enrich their lives and achieve their potential
Potential	Exceptional quality and transformative education that is life long and meets the skill requirements of communities and businesses and links to the world of work	<ul style="list-style-type: none"> Achievement of early learning goals Progress and attainment scores Outcomes for children with SEND Ofsted ratings Adult learning enrolments and completions Take up of learning support offer in libraries 	FLOURISHING SOCIETY/THRIVING ECONOMY <ul style="list-style-type: none"> ✓ People have equal opportunities to enrich their lives and achieve their potential ✓ We have access to the skills and talents we need
Independence Community	<i>Developing, maintaining and managing quality homes and vibrant estates</i>	<ul style="list-style-type: none"> New housing (consents, starts, completions) Improvements in energy efficiency Progress on major works and fire safety Housing meeting 'decent homes' standard Resident satisfaction assessments 	FLOURISHING SOCIETY /OUTSTANDING ENVIRONMENTS <ul style="list-style-type: none"> ✓ Communities are cohesive and have the facilities that they need ✓ Spaces are secure, resilient and well-maintained
Health and Wellbeing Independence Community	<i>Health and wellbeing for our residents, businesses and communities, across the life course</i>	<ul style="list-style-type: none"> Take up of e-services for sexual health Smoking quit rates Take up of NHS health checks Impact of exercise on referral Impact of library services on health and wellbeing Community participation and social contact 	FLOURISHING SOCIETY /OUTSTANDING ENVIRONMENTS <ul style="list-style-type: none"> ✓ People enjoy good health and wellbeing ✓ Communities are cohesive and have the facilities they need ✓ We are digitally and physically well-connected and responsive
	<i>Integration of health and social care working closely with NHS partners to improve resident outcomes and reduce pressures on services</i>	<ul style="list-style-type: none"> Better health and mental health outcomes Reduced delays for people leaving hospital Successful 'reablement' after discharge 	FLOURISHING SOCIETY: <ul style="list-style-type: none"> ✓ People enjoy good health and wellbeing ✓ People are safe and feel safe
Community Potential	Increasing access to the world-class heritage, culture and learning opportunities in the City for people of all ages, abilities and backgrounds	<ul style="list-style-type: none"> Satisfaction with library services Impact of library services on the health and wellbeing of families Progress on outcomes in the Culture Strategy 	THRIVING ECONOMY/OUTSTANDING ENVIROMENTS <ul style="list-style-type: none"> ✓ Global hub for innovation in financial and professional services, commerce and culture ✓ We inspire enterprise, excellence, creativity and collaboration

Our Building Blocks

CO-PRODUCTION Involving residents, service users and the community in our work and developing good practice on engagement and co-production.	EVIDENCE AND INNOVATION Improving our use, analysis and presentation of data and information, and engaging with new thinking and models.	EQUALITY AND INCLUSION Developing our policy and practice on equality, diversion and inclusion to ensure that it reflects in what everything that we do and how we monitor performance.	PARTNERSHIP Building strong relations with partners like the NHS, City Police and voluntary and community sectors, and collaborations with COL colleagues.
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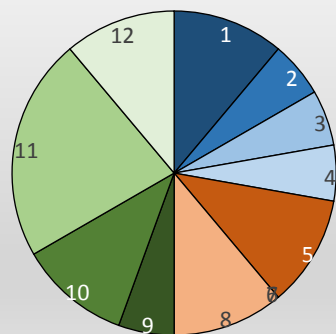
OUR VISION: We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

APPENDIX 2

The Department's Business Plan Activity is mapped below to the 12 Corporate Outcomes and 3 Corporate Aims

Open Spaces Activity mapped to the 12 Corporate Plan Outcomes

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12



Corporate Aim	%
1. Contribute to a flourishing society	28%
2. Support a thriving economy	22%
3. Shape outstanding environments	50%

The Department manages open spaces across London and beyond, a Cemetery & Crematorium, Keats House, the Monument & Tower Bridge.

City Gardens and the Crematorium and Cemetery operate as local authority functions funded by City's Fund. The other Open Spaces & Keats House are Charitable Trusts and with The Monument, are funded by the City of London through City's Cash. Tower Bridge is funded by Bridge House Estates.

Our total 2019-20 budget is:	(Expenditure) (£000)	Income £000	Net cost (£000)
DIRECTORS'S LOCAL RISK:			
City's Fund	(5,013)	5,626	613
City's Cash	(15,543)	4,422	(11,121)
Bridge House Estates	(6,435)	6,217	(218)
TOTAL Director's Local Risk	(26,991)	16,265	(10,726)
City Surveyor's local risk (across all funds)	(4,898)	-	(4,898)
Recharges (across all funds)	(7,345)	1,330	(6,015)
Central risk (across all funds)	(1,121)	1,522	401
GRAND TOTAL ALL CHARGES	(40,355)	19,117	(21,238)

Our three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible.

- Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- London has clean air and mitigates flood risk and climate change (11)
- Our spaces are accessible, inclusive and safe (1)
- Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives.

- People enjoy good health and wellbeing (2)
- Nature, heritage and place are valued and understood (3)
- People feel welcome and included (4)
- People discover, learn and develop (3)

C. Business practices are responsible and sustainable.

- Our practices are financially, socially and environmentally sustainable (5)
- London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- Our staff and volunteers are motivated, empowered, engaged and supported (8)
- Everyone has the relevant skills to reach their full potential (8)

What we'll measure:

- Green Flags Awards & Green Heritage Accreditation
- Condition of our Sites of Special Scientific Interest
- Our negative environmental impact
- Planning influence
- Active veteran tree management
- Internet access
- Learning
- Visits to our heritage attractions
- Customer satisfaction
- Tennis participation
- Net budget
- Income generation
- Volunteering
- Apprenticeships
- Short term sickness
- Health and safety investigations

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

We will work across the Department, with colleagues in City Surveyors, Chamberlains, Town Clerks, Comptrollers, Remembrancer's, Built Environment, Community and Children's Services and with Members, partners, stakeholders and our local communities to deliver our activities which will help us achieve our Departmental objectives and outcomes.

Departmental activity

A. Open Spaces and Historic Sites Are Thriving and Accessible

- a) Protect our heritage: developing partnership funding bids where possible (A1) (10d)
- b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)
- c) Reduce the negative environmental impacts of our activities (A2 & C9) (11a)
- d) Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)
- e) Review security and access control provision (A3) (1c)
- f) Protect and enhance our sites' biodiversity and determine the 'value of our green infrastructure'. (A4) (11b)

B. Spaces Enrich People's Lives

- g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)
- h) Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature. (B6 & B7) (4a)
- i) Determine our 'learning offer' (B8) (3b)

C. Business practices are responsible and sustainable.

- j) Maximise the value and opportunities of our built and natural assets (C9) (10c)
- k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)
- l) Develop innovative approaches to income diversification (C9) (5c)
- m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)
- n) Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (C9, C10) (12a)
- o) Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (C10) (11d)
- p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)
- q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)
- r) Commence the process for prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)

Key:

The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities are helping to achieve.

The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities are helping to achieve.

See appendix 1 for the detail behind these synopsised Departmental activities

Corporate programmes and projects:

In addition to those programmes and projects listed above and in appendix 1, we will support the delivery of Corporate Strategies in particular: Responsible Business Strategy, Apprenticeships, Volunteering, Education Social Mobility and the emerging strategies including: Customer Service, Climate Action, Transport, Visitor Destination, Local Plan.

We will contribute to development of the Culture Mile.

How we plan to develop our capabilities this year:

Actions k), m), p) and q) particularly show how we will develop our capabilities including those of our staff and volunteers. This is also reflected within Appendix 1.

The Open Spaces Cultural Values

which staff should uphold in the course of their work are:

**Collaborative and Inclusive,
Passionate and Driven,
Respectful and Open
Honest and Responsible**

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The Open Spaces Department's Vision, Objectives, Outcomes & Activity.

DEPARTMENT VISION:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Department Objectives	A. Open spaces and historic sites are thriving and accessible.		B. Spaces enrich people's lives.		C. Business practices are responsible and sustainable.	
Department Activity	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
Key: The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve. The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve. More than one division = Purple Cem & Crem = Black City Gardens & WHP = Dark Red Epping = Brown NLOS = Dark Blue The Commons = Green TB&M = Light Blue	a) Protect our heritage ; developing partnership funding bids where possible (A1) (10d)	Bunhill Fields - review funding opportunities Wanstead Park Address our statutory requirement under the Reservoirs Act on Wanstead Park lakes Highgate Wood Roman Kiln Project	g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)	Standardise the sports grounds maintenance specifications Develop and implement sports licencing/leasing arrangements Increase awareness of clubs using OSD sports facilities Develop sustainable football improvements at Wanstead Flats	j) Maximise the value and opportunities of our built and natural assets (C9) (10c)	Implement agreed approach and options for commercial wayleaves Progress Finsbury Circus reinstatement Develop the masterplan for the future of West Ham Park Nursery site Progress Churchyard Enhancement programme
	b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)	Cemetery & Crematorium Heritage Conservation Plan - implementation West Ham Park Conservation Plan - progress its drafting Epping Forest Management Plan - progress its drafting Hampstead Heath Management Strategy - implementation Highgate Wood Conservation Management Plan - progress review Queens Park Conservation Management Plan - progress review Keats House Forward Plan - implementation Keats House Improvement Plan - progress its drafting Stoke Common Management Plan - implementation Burnham Beeches Management Plan - progress its drafting Farthing Downs Heritage Plan - progress its drafting	h) Improve the visitor and cultural offer, including the development of facilities, customer service and programmes of events celebrating our anniversaries, historic sites and nature (B6, B7) (4a)	Programme of OSD organised activities and events on our sites Playgrounds at: WHP, HH, QP Promote and improve accessibility of our sites and facilities, subject to funding. Improve signage, interpretation and visitor content Develop Tower Bridge's and Epping Forests cultural profile via Artist in Residence programmes and other cultural events. Enhance West Ham Park entrances Hunting Lodge and the View Progress access improvements at Keats House Deliver Keats200 anniversary programme Improve toilets at QP Progress a standalone Visitor Centre for The Monument Celebrate Tower Bridge's 125th anniversary	k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)	Introduce longer concessions/leases Manage fly tipping Develop and implement licencing arrangements Review opportunity for use of FPN's for Bylaw offences Implement the Departmental and Divisional approved events policies Progress letting of lodges Progress off road parking strategy
	c) Reduce the negative environmental impacts of our activities (A2) (11a)	Increase our 'green fleet': Euro 6 or Electric Reduce the use of pesticides Reduce utility consumption - petrol, diesel, electricity, gas, water Audit and improve effectiveness of Building Energy Management System, install / retrofit LED lighting, with a focus on areas of largest consumption Progress waste procurement review Review approach to dog waste Extend EPCs and recommended actions to residential properties Replace ageing cremators with new at the Cemetery and Crematorium Implement City Gardens fleet changes arising from ULEZ Progress HH waste and recycling strategy	i) Determine our 'learning offer' (B8) (3b)	Determine the Departmental Learning team provision Develop the learning offer at Tower Bridge, Monument and Keats House Kenley - maintain schools outreach and visits Launch and evaluate the fully accessible education facility at Tower Bridge	l) Develop innovative approaches to income diversification (C9) (5c)	Optimise income that we bring in from outside our local risk budget e.g. sponsorship, will donations, grants, CIL Increase the amount of income generated from existing activity such as events, retail, filming etc Review existing income generating arrangements and opportunities e.g. Burnham Beeches cafe, car parking at The Commons Investigate and progress new income generating opportunities e.g. new catering provision Regular benchmarking of fees and charges with neighbouring/competing facilities/providers Review approach to fees and charges

Department Activity		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary		Summary of OSD Activity (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary	
<div>Key:</div> <div>The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve.</div> <div>The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve.</div> <div>More than one division = Purple Cem & Crem = Black City Gardens & WHP = Dark Red Epping = Brown NLOS = Dark Blue The Commons = Green TB&M = Light Blue</div>	d)	Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)	Mitigation strategies developed with host/neighbouring local authorities Comment on planning applications that affect our land &/or the openness and character of the open space Resist and abate encroachment Contribute to Local Authorities Local Plans and Supplementary Planning Documents				m)	Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)	Increase use of: * Skype, SharePoint, iBase * online payments and bookings * on-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Develop opportunities for a cash-free environment Introduce COL's CRM Investigate the potential for augmented reality app's Roll out Wi-Fi across sites to allow more agile working Investigate use of Col's 24 hour out-of-hours service Contribute to the procurement review of cash collection service, Tree safety works and OPM Develop a name search facility for the online burial register system Use technology to improve efficiency and provide intelligent management information that can improve the way we work.	
	e)	Review security and access control provision (A3) (1c)	Review site security and public safety at identified entrances Review access control methods at the Lido Explore the potential for a secure exit facility at the Bridge's South Tower				n)	Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review (C9, C10) (12a)	Develop and implement Epping Forest & Hampstead Heath Asset Management Plans Work with CS to develop Asset Management Plans for divisions other than Epping Forest and Hampstead Heath Work with CS to inform, influence and progress sites identified within the OPR Work with CS to develop a Masterplan for Heathfield House & Parliament Hill	
	f)	Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	Progress the implementation of the grazing expansion plans at the Commons and Epping Implement the actions within the biodiversity arm of the Responsible Business Strategy Commence work to adopt a single approach to 'value our green infrastructure' Monitor and report returning / new habitats within our open spaces Deliver habitat improvements to south meadow and complete extension of wildlife garden at West Ham Park Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Progress the potential for Cousldon Common and the London Borough of Croydon's Happy Valley to be declared a National Nature Reserve				o)	Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	OPM and our work with the Forestry Commission Action Oak initiative National Park City Green Arc for London Use of S35 status to influence/deliver NE's NNR Strategy Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK	
							p)	Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	Deliver 2018 OSD Staff Survey recommendations Deliver Culture Board initiatives increasing cross division working Communicate feedback and implement recommendations arising from Snapshot survey results Deliver 2018 Corporate Staff Survey recommendations Develop and refine the workforce plan Deliver improvements arising from Cem & Crem visitor satisfaction survey	
							q)	Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	Review the 'Enjoying Green Spaces & the Natural Environment' grant aid scheme to maximise it's benefit and value. Finalise the Volunteer tool-kit Maintain a rolling programme of apprenticeships across the Department where funded Corporately Provide opportunities for apprenticeship progression from Level 2 to Level 3 Consider requests for internal levy funded training where operationally sustainable Work with partners to identify new opportunities for skills development	
							r)	Commence the process for prioritisation of service delivery to mitigate efficiencies and establish sustainable long term service provision (C9) (5c)	Review what we are providing Clarify our long term (5+ years) Departmental service delivery priorities Consider alternate methods of service delivery Determine our long term approach to deliver sustainable, efficient, value for money services.	

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

APPENDIX 4

The corporate outcomes we aim to impact on are:

2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and those of others and reach their full potential.
4. Communities are cohesive and have suitable housing and facilities.
6. We have the world's best regulatory framework and access to global markets.
7. We are a global hub for innovation and enterprise.
8. We attract and nurture relevant skills and talent.
11. Our spaces are digitally and physically well-connected and responsive.
12. Our spaces inspire excellence, enterprise, creativity and collaboration

What we do is:

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

Our budget is:

Section	£000
Guildhall Library and City Business Library	1,136
Guildhall Art Gallery and Police Museum	766
London Metropolitan Archives	1,883
City Records Services	1,095
Visitor Services and City Information Centre	673
Outdoor Arts Programme	378
Cultural Services Directorate	181
Total	6,112

Our top line objectives are:

- Collate and publish the first annual City Cultural Strategy Progress Report in December 2019
- Establish officer networks and groups to deliver a robust monitoring and evaluation process for the City's new **Visitor** Strategy 2019/23; manage action plan
- Deliver a shared thematic campaign and standalone events for *Fantastic Feats: the building of London*, a cultural programme of activities exploring the art of invention, and the monumental engineering and architectural achievements that have made London great, including related anniversaries
- Facilitate and support the delivery of phase one of the *Illuminated River* project and the lighting of the four City bridges that constitute this phase.
- Coordinate and deliver support across City departments for the first year of London Borough of Culture, working with LB Waltham Forest to help achieve success for their 2019 programme, and with LB Brent to help advance their plans for 2020

What we'll measure:

1. Report published and distributed
2. Number of published Visitor Strategy actions achieved or begun in year one.
3. Success of "golden thread" objectives for this programme against established baseline data, namely, to develop new audiences, animate City spaces, commission excellent and innovative work and work in partnership

- Continue to develop the role of the City Business Library (CBL) as the City's main enquiry centre and internal provider of direct services for start-ups and small and medium sized businesses (SMEs)
- Continue to broaden access to the collections and services of London Metropolitan Archives (LMA) and Guildhall Library (GHL) by developing partnerships with external organisations and stakeholders, including the London boroughs
- Extend digital access to LMA's and GHL's collections
- Continue to develop a coordinated service model for LMA's and GHL's long term future, particularly in relation to their accommodation needs and to Culture Mile.

How we plan to develop our capabilities this year

- Develop the skills of our staff at Guildhall Art Gallery to enable monetisation of the assets to deliver increased income generation and future endowment for the City's collections.
- Continue to provide training in upselling for City Information Centre casual staff to drive increased revenue.
- Develop staff in the best use of technology, community engagement and collaborative partnership throughout the services.
- Implement the City Corporation's apprenticeship scheme to deliver learning for participants and capacity for teams.

What we're planning to do in the future:

- Working with relevant partners, deliver cultural events, animations and/or programmes in response to London and national celebrations including Euro 2020 and Mayflower 400
- Consolidate and develop LMA's services to support good public governance through records management, Data Protection and Freedom of Information.
- Lead London wide celebrations of anniversaries related to the collections held in Cultural Services, comprising of special events, lectures and exhibitions, in partnership with other institutions.

4. Positive PR impact of project for the City Corporation and annual visitor footfall (against established City baseline)
5. Value of support offered across City departments and realised within LBOC programme.
6. Full roll out of CBL's paid membership scheme.
7. Delivery of year 2 of LMA's two HLF funded projects: *Unlocking the UK's Sound Heritage* and *Layers of London*.
8. Number of new digitised images from LMA's and GHL's collections made available publicly (target 50,000).
9. Attendance at events and feedback from attendees.

Committees: Corporate Projects Board <i>[for information]</i> Planning & Transportation Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i> Culture, Heritage and Libraries Committee <i>[for information]</i>		Dates: 31 January 2019 19 February 2019 20 February 2019 25 March 2019
Subject & Project Title: Tower Bridge Re-Decking and Approach Viaduct Waterproofing Project	Unique Project Identifier: 11505	Outcome Report Approval Route Complex
Report of: Director of the Built Environment Report Author: Mark Bailey – Principal Engineer		For Information

PUBLIC

Summary

[S1] Key conclusions

The objectives set at Gateway 1/2 in 2014 were to implement essential major civil engineering maintenance works to the Grade 1 listed Tower Bridge and its approach viaduct structures, including replacement or refurbishment of the timber decking to the bridge bascules, replacement of expansion joints to the fixed spans and waterproofing the northern approach viaduct.

The scope was later modified at Gateway 3, at the request of members, in order to consider making further use of the disruptive three-month road closure required by these works, to include further cyclic maintenance of other operational and structural elements, in order to mitigate against future disruption to public and road users. This included waterproofing of the southern approach viaduct, full resurfacing of roads and footways, replacement of obsolescent traffic signals and related bridge control systems, works to bascule pawls/buffers and structural repairs to the bascule nosing bolt inspection gantry

These major works were successfully completed to scope/specification one week ahead of programme in December 2016 and within the project budget set at Gateway 5.

In addition, a replacement *average speed* traffic enforcement system for the bridge was commissioned in January 2018 as part of the capital project, incorporating new Automatic Number Plate Recognition (ANPR) cameras as well as back-office support systems in City of London Police property

Furthermore, arrangements have been negotiated during 2017 and 2018 with Transport for London and Southwark Council whereby a separate *weight-limit*

ANPR traffic enforcement system will shortly become fully operational, following an initial trial period, and enforced by Southwark Council on behalf of Transport for London (TfL), at no cost to the City of London.

The delay in bringing this report to committee is as a result of protracted discussions to implement the ANPR traffic enforcement arrangements to the satisfaction of officers and the time taken in auditing the final account for the construction contract.

[S2] Key Learning and Recommendations

1. The benefit realised in working closely with City Procurement from the early stages of the project and in selecting the most appropriate procurement strategy for the planning and execution of the works, conscious of the particular constraints and sensitivities of individual sites. For this project, the use of Early Contractor Involvement and a Design-and Build contract was key.
2. The benefit realised in early involvement and engagement with all stakeholders, particularly Transport for London (TfL), the Port of London Authority (PLA), local authorities, local businesses and local residents, in close liaison with the Town Clerk's Media Team and Tower Bridge Exhibition
3. The benefit realised in having the ability to respond quickly to compensation events under NEC3 works contracts by reference to allocated risk allowances, with expenditure from such allowance being subject to approval under urgency by Chairman and Deputy Chairman of Projects Sub Committee.
4. For future projects, advance consideration of enforcement measures to combat cyclists who elect not to use dedicated diversion routes and not dismount when passing along pedestrian pathways through bridge or other works.
5. For future projects, an understanding of the challenging constraints of carrying out major construction works on Tower Bridge, without adequate areas outside of the public highway for site welfare and site compound facilities. In previous projects of this type, advantage would have been taken from the yard area at Bridgemaster's House that has now been redeveloped
6. It is noted that, as was the case here, the main contracted works did not represent the full extent of the project and the timeframe for submitting the G6 Outcome Report was not entirely set by the contracted works programme

[S3] Decisions required

Members are asked to approve the content of this Outcome Report, and that the Project will be closed.

Main Report

Design & Delivery, Variation and Value:	
Design & Delivery Review-	
[1] Design into Delivery	<p>It is our opinion that the decisions taken early in the project by the Engineering Team, in agreement with City Procurement, to opt for an Early Contractor Involvement (ECI) approach with a Design-and-Build contract, set the path to a successful project for a very intensive series of works on a very sensitive site with considerable logistical constraints.</p> <p>It was felt that a contractor was best placed to manage these risks and steer the design towards the most practical and efficient solutions to deal with these constraints.</p> <p>This included contractor involvement in investigations at an early stage (as well as the costs involved in those investigations), which it is considered greatly reduced subsequent construction stage financial and time risks.</p> <p>Whilst this resulted in greater upfront costs, these were outweighed by a clear benefit in de-risking the project and enabling an efficient start to the works to that dates agreed years in advance with the various statutory authorities.</p>
[2] Options appraisal	<p>It is believed that the procurement and engineering options chosen at Gateways 3 and 4 allowed the project to fully meet its objectives and provide long term value to the City. No compromises or significant changes were necessary against the options approved in order to deliver the project.</p>
[3] Procurement Route	<p>An openly tendered Design-and-Build contract with ECI set the path to a successful project for a very intensive series of works on a very sensitive site with considerable logistical constraints</p> <p>In addition to the Design-and-Build contractor, professional services were procured for Cost Consultancy services (using Capita, following open tender) and technical checking and contract supervisory services (using AECOM, under their term consultancy contract). AECOM were also employed to help develop the technical specification and contract documents for the new ANPR traffic enforcement systems</p> <p>The contract for the design, installation and maintenance of the average speed ANPR system (operated by City Police) was procured outside of (and subsequent to) the main works contract, by mini-competition using the Crown Commercial Services Framework RM1089 Lot 2: Traffic Management Technology - Traffic Monitoring and Traffic Enforcement Cameras</p>

[4] Skills base	The City of London was able to effectively manage and deliver this project, with the assistance of external resources in the areas of cost consultancy, contract supervision, technical checking and design consultancy services (ANPR traffic enforcement systems).				
[5] Stakeholders	<p>Very positive collaborative working relationships were maintained from a very early stage with Transport for London, Port of London Authority, Tower Bridge (Exhibition and Operational) and involving the Town Clerk Media teams, working in close and regular liaison with the Design and Build Contractor. This included a number of face-to-face public engagement sessions with local residents and businesses.</p> <p>Very little negative feedback was received during the project. Where received, this mainly concerned the failure of cyclists to observe signed diversion routes and observe clear signage on the bridge to dismount when travelling through dedicated pedestrian paths, once the road was closed to vehicular traffic.</p>				
[6] Closing RAG rating	<table border="1"> <tr> <td>Project Risk Assessment</td><td>Low</td></tr> <tr> <td>Project RAG rating</td><td>Green</td></tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
Project Risk Assessment	Low				
Project RAG rating	Green				
[7] Positive reflections	<p>The use of Early Contractor involvement and a Design-and-Build contract undoubtedly played a major part in contributing to the success and timely delivery of the project under very challenging and high-profile circumstances, thus protecting the City's reputation</p> <p>Early engagement and collaboration with all stakeholders, including Transport for London (TfL), the Port of London Authority (PLA), local authorities, local businesses and local residents, in close liaison with the Town Clerk's Media Team and Tower Bridge Exhibition also played a large part in the success and smooth execution of the works.</p> <p>It should be noted that the negotiations for road closures and reduced services for large cruise liners during the works (with TfL and PLA respectively) commenced 5 years before the works commenced and before project initiation.</p>				
[8] Improvement reflections	<p>It is considered that there are very few areas where improvement could be made, which tends to support the procurement and management approach used on the project. However, in retrospect:-</p> <ol style="list-style-type: none"> 1. It would have perhaps been prudent to liaise directly with Southwark Council highways department at an earlier time, at least as a courtesy, rather than relying on the assumption that TfL would do this (as is their responsibility as the relevant highway authority). This resulted in some slight friction near the 				

	<p>beginning of the project, albeit later overcome.</p> <ol style="list-style-type: none"> Experience showed that it would have also been prudent to allow for additional highway enforcement resources to cope with numerous cyclists who ignored all signage and other efforts to dismount from their cycles while using the footways during the works. Whilst there were few complaints received from the public during the works, the vast majority of these related to this issue. Earlier identification of this issue may have resulted in the ability to allow for the costs of additional enforcement resources to be budgeted and made available during the works The previous loss of car parking and yard space to Bridgemaster's House meant that the contractors' facilities for a large project of this nature needed to be located within the works themselves and on the public highway. This reduced the available working area and complicated final resurfacing works at completion.
Variation Review-	
[9] Assessment of project against key milestones	<p>Following gateway 1/2, all deadlines for subsequent gateway milestones were met, to ensure a start date on 1st October 2016 that had been agreed several years beforehand with Transport for London and the Port of London Authority. Discussions with these parties first commenced 5 years before the works began and prior to project initiation</p>
[10] Assessment of project against Scope	<p>The original scope set at Gateway 1/2 in 2014 was to implement essential major civil engineering maintenance works which included replacement or refurbishment of the timber decking to the bridge bascules, replacement of expansion joints to the fixed spans and waterproofing the northern approach viaduct.</p> <p>At the request of committee, the scope was later modified at Gateway 3, in order to consider making further use of the disruptive three-month road closure required by these works, to include further cyclic maintenance of other operational and structural elements, in order to mitigate against future disruption to public and road users. This included waterproofing of the southern approach viaduct, full resurfacing of roads and footways, replacement of obsolescent traffic signals and related bridge control systems, works to bascule pawls/buffers and structural repairs to the bascule nosing bolt inspection gantry</p> <p>These major works were successfully completed to scope/specification one week ahead of programme in December 2016 and within the project budget set at Gateway 5.</p>

	<p>The only part of the original project proposals not successfully completed (although now imminent) was the installation of a new Automatic Number Plate Recognition (ANPR) weight limit enforcement system for the bridge.</p> <p>As the City are not the highway authority for Tower Bridge, we are unable to enforce this (civil) offence, nor collect the revenue from Penalty Charge Notices (PCN) issued. After protracted negotiations by officers over several years, TfL have agreed for Southwark Council to enforce the weight limit on their behalf.</p> <p>Following a successful trial period in 2018 with an ANPR camera enforcing northbound traffic, Southwark are currently planning to install a new camera so that both directions will be enforced by the end of 2018. Southwark collect the revenue from the PCNs issued and – as a result – have purchased the new cameras and are operating the enforcement at no cost to the City. Southwark Council routinely submit statistics on the number of offences committed to the City, for our monitoring purposes, as indicated in Appendix 2 of this report.</p> <p>ANPR Average Speed enforcement systems were successfully replaced in January 2018 (subsequent to the main works) and are being operated by City Police (as a criminal offence). As with other criminal offences, the money received from Fixed Penalty Notices (FPN) is directed to the Home Office and cannot be used locally.</p>
[11] Change	<p>No changes to the scope of the works were necessary following Gateway 5.</p> <p>A number of Compensation Events became apparent under the works contract, arising from unforeseen conditions of buried elements (in spite of extensive prior investigations). These lead to increased costs that were well within the project risk allowance identified at Gateway 5, as report to committee by subsequent issue reports.</p>
[12] Risks and Issues	<p>As noted above, a number of risks pertaining to unforeseen condition of buried elements were realised during the work. These lead to an increase in the final contract sum but did not delay the works, which completed one week early than programmed in late December 2016, immediately prior to the Christmas holiday.</p> <p>In response to notifications for compensation events under the main works contract £245,000 (or 49%) of the £500,000 risk allowance approved at Gateway 5 was released to the project, although the final contract sum was settled at approximately £194,000 increase on the original contact sum. This represented £39% of the risk allowance and 4% of the original contract sum.</p>

[13] Transition to BAU	<p>As part of the stakeholder management plan, continual collaboration took place with Tower Bridge Exhibition during the planning and execution of the works, to ensure that inconvenience to visitors and events was mitigated as far as practicable.</p> <p>Dedicated pedestrian routes through the works were maintained to ensure minimal disruption to pedestrians. On the one weekend when this was not possible (due to prolonged raising of the bascules for maintenance works) the City procured a replacement passenger ferry service across the Thames between nearby river piers, at no cost to the public.</p> <p>The works were also designed and managed such that the City's obligations to lift the bascules to qualifying river vessels at 24 hours' notice was maintained throughout the works.</p> <p>The TFL road was fully re-opened to vehicular traffic upon completion, one week earlier than programmed.</p>																																	
Value Review																																		
[14] Budget	<table><tr><td>Budget envelope at Gateway 2:</td><td colspan="2">£250,000 to £5 Million</td></tr><tr><td></td><td>At Authority to Start work (G5) (£)</td><td>At Completion (£)</td></tr><tr><td>Fees</td><td>721,000</td><td>661,834</td></tr><tr><td>Staff Costs</td><td>117,000</td><td>116,992</td></tr><tr><td>Works (exc. Risk)</td><td>5,387,000</td><td>5,235,184</td></tr><tr><td>Purchases</td><td>118,000</td><td>107,245</td></tr><tr><td>Other Capital Expend</td><td></td><td></td></tr><tr><td>Risk/Contingency</td><td>500,000</td><td>245,000</td></tr><tr><td>Recharges</td><td></td><td></td></tr><tr><td>Other (Investigations)</td><td>215,000</td><td>203,239</td></tr><tr><td>Total</td><td>7,058,000</td><td>6,569,494</td></tr></table> <p>The project was completed within the agreed budget, as approved at Gateway 5, with the main contract works being completed 1 week ahead of programme</p> <p>The final account has been verified by the Chamberlain's Financial Services division</p> <p><i>State any outstanding issues, actions to be taken and timescales for resolution.</i></p> <p>The only outstanding issue is a lack of invoicing by Transport for London for services provided in 2016 in respect of traffic management and diversion signage to the value of approximately £62,000, despite repeated reminders. This remains a financial commitment by the City, for services provided, whose cost is included in the total project cost shown in the above table</p>	Budget envelope at Gateway 2:	£250,000 to £5 Million			At Authority to Start work (G5) (£)	At Completion (£)	Fees	721,000	661,834	Staff Costs	117,000	116,992	Works (exc. Risk)	5,387,000	5,235,184	Purchases	118,000	107,245	Other Capital Expend			Risk/Contingency	500,000	245,000	Recharges			Other (Investigations)	215,000	203,239	Total	7,058,000	6,569,494
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[15] Investment	Not applicable
[16] Assessment of project against key measures of success	<p>At Gateway 5 (Authority to Start Work), the success criteria was defined by the ability of the contractor to complete the works within the 12 week road closure agreed with Transport for London (TfL) and the Port of London Authority (PLA), in accordance with the agreed specification and lump sum cost, whilst also managing the many stakeholders affected by the closure.</p> <p>It should be noted that the negotiations for road closures and reduced services for large cruise liners during the works (with TFL and PLA respectively) commenced 5 years before the works commenced and before project initiation.</p> <p>The works were completed to the agreed specification within the allocated programme (actual completion 1 week early).</p> <p>The final valuation of works was agreed at £5,162,955.62, which exceeded the original tender sum of £5,012,736.43 by approximately £150,000 or 3% due to unforeseen conditions experienced during the works and changes in scope to accommodate these. The additional sums were accounted for by budget adjustments within the overall project budget, as well as calling upon some of the £500,000 risk allocation agreed at Gateway 5, as released by subsequent issue reports.</p> <p>Tower Bridge Exhibition was kept fully open to the public (at normal opening hours) throughout the works, including for private events.</p> <p>All requests for bridge lifts by river traffic were fully accommodated by the contractor throughout the project.</p> <p>A pedestrian foot crossing was provided across the bridge at all times, with the exception of one Saturday – when the bascules needed to remain raised for maintenance works – whereupon the City arranged for an alternative free pedestrian ferry service.</p> <p>Subsequent to the main works, a new ANPR average speed enforcement system has been provided, operated by the City of London Police.</p> <p>A new ANPR weight limit enforcement system has been trialled and is soon to become fully operational, at no cost to the City. This has been negotiated with Southwark Council and TFL who are two of the relevant highway authorities who are able to enforce this offence.</p> <p>In addition, the project was awarded Civil Engineering Project of the Year (up to £10 Million) in the 2017 British Construction Industry Awards</p> <p>It is believed that the successful completion of the works within a tight timescale under difficult conditions, while successfully</p>

	managing all stakeholders, was a major factor in the success at the 2017 BCI Awards.
[17] Assessment of project against SMART Objectives	<p>SMART objectives did not form part of the report proforma when Project Proposals were submitted at Gateway 1/2 in late-2014.</p> <p>However, it should be noted that this project was successfully completed on time and within the project budget set at GW5</p>
[18] Key Benefits realised	<p>As well as reducing annual reactive maintenance costs, the refurbishment of key components of the varying structures mitigates the degradation of the structure under environmental conditions and ageing materials.</p> <p>This helped to satisfy the City's legal obligations to maintain the structures in respect of the Corporation of London (Tower Bridge) Act 1885 as well as our obligations in respect of listed structures status.</p> <p>The waterproofing of the northern approach viaducts mitigated the risk of legal action from Historic Royal Palaces for not keeping the arches in suitably maintained condition.</p> <p>On the south side, waterproofing of the viaduct serves to improve the environment for the Tower Bridge Exhibition (Engine Rooms)</p> <p>The implementation of new ANPR traffic enforcement systems for both speed and weight will also be a key benefit in protecting the bridge in the future from overweight vehicles and dynamic effects caused by excessive speed of vehicles</p>

Lessons Learned and Recommendations	
Lessons Learned-	
[19] General Purpose Review	<p>On the positive side,</p> <ol style="list-style-type: none"> 1. It is our opinion that the decisions taken early in the project by the Engineering Team, in agreement with City Procurement, to opt for an Early Contractor Involvement (ECI) approach with a Design-and-Build contract, set the path to a successful project for a very intensive series of works on a very sensitive site with considerable logistical constraints. <p>It was felt that a contractor was best placed to manage these risks and steer the design towards the most practical and efficient solutions to deal with these constraints.</p>

	<p>This included contractor involvement in investigations at an early stage (as well as the costs involved in those investigations), which it is considered greatly reduced subsequent construction stage financial and time risks</p> <ol style="list-style-type: none"> 2. Very positive collaborative working relationships were maintained between Built Environment, Tower Bridge (Exhibition and Operational) and Town Clerk Media teams, working in close and regular liaison with TfL and other key stakeholders, including Transport for London (TfL), the Port of London Authority (PLA), local authorities, local businesses and local residents. These were considered a key to the smooth execution of the project and in meeting the project timescales agreed years in advance. 3. The management of the NEC3 works contract was assisted by ability to respond quickly to compensation events by reference to allocated risk allowances approved in advance by committee, with expenditure from such allowance being subject to approval under urgency by Chairman and Deputy Chairman of Projects Sub Committee. <p>It is considered that there are very few areas where improvement could be made, which tends to support the procurement and management approach used on the project. However, perhaps worthy of note:-</p> <ol style="list-style-type: none"> 1. It would have perhaps been prudent to liaise directly with Southwark Council highways department at an earlier time, at least as a courtesy, rather than relying on the assumption that TfL would do this (as is their responsibility as the relevant highway authority). This resulted in some slight friction near the beginning of the project, albeit later overcome. 2. Experience showed that it would have also been prudent to allow for additional highway enforcement resources to cope with numerous cyclists who ignored all signage and other efforts to dismount from their cycles while using the footways during the works. Whilst there were few complaints received from the public during the works, the vast majority of these related to this issue. Earlier identification of this issue may have resulted in the ability to allow for the costs of additional enforcement resources
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	<p>to be budgeted and made available during the works</p> <p>3. Future works should be mindful of the challenging constraints of carrying out major construction works on Tower Bridge, without adequate areas outside of the public highway for site welfare and site compound facilities. In previous projects of this type, advantage would have been taken from the yard area at Bridgemasters House that has now been redeveloped. This meant that the contractors' facilities for a large project of this nature needed to be located within the works themselves and on the public highway. This reduced the available working area and complicated final resurfacing works at completion.</p>
[20] Learning sharing and use	Disseminated informally within group, at Tower Bridge Strategic Coordination Group meetings and with the Town Clerk's Project Management Office
Recommendations-	
[21] Recommendations	<p>1. That it be noted that the project was successfully delivered, on programme and within budget at a very sensitive and logistically difficult location, meeting the City's legal obligations and thereby protecting the City's interests and reputation.</p> <p>2. It is recommended that the lessons learnt be noted and the project be closed</p>
[22] AOB	<p>1. The delay in bringing this report to committee is as a result of protracted discussions to implement the ANPR traffic enforcement arrangements to the satisfaction of officers and the time taken in auditing the final account for the construction contract.</p> <p>2. The contractor must be congratulated on their performance during the planning, preparation and execution of works, paying due care to public engagement and general stakeholder management in liaison with the City.</p> <p>3. This is undoubtedly reflected by the fact that the project was awarded Civil Engineering project of the Year (up to £10M) at the prestigious 2017 British Construction Industry Awards.</p> <p>4. Credit should also be given to those at Transport for London who helped coordinate the road closures and</p>

	public engagement, which played a crucial role in the success of the project.
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Decisions required	
If any decisions are required in addition to the approval of this outcome report please describe them here:	
N/A	

Appendices

Appendix 1	Project Coversheet
Appendix 2	ANPR Enforcement Statistics

Contact

Report Author	Mark Bailey
Email Address	mark.bailey@cityoflondon.gov.uk
Telephone Number	020 7332 1972

Project Coversheet

[1] Ownership

Unique Project Identifier: 11505 **Report Date:** 15/01/2019
Core Project Name: Tower Bridge Re-Decking and Approach Viaduct
 Waterproofing Project
Programme Affiliation (if applicable):
Project Manager: Mark Bailey
Next Gateway to be passed: 6 (Outcome Report)

[2] Project Brief

Project Mission statement: Essential major civil engineering works to Tower Bridge

Definition of need: To maintain value, amenity and condition of the asset, thereby meeting the City's obligations under Act of Parliament

Key measures of success:

- 1) Full scope of works to be completed to the programme agreed > 3 years in advance with TFL/PLA when arranging road closures (prior to project initiation)
- 2) Minimising disruption to river and road traffic, including pedestrians
- 3) Maintaining public access to Tower Bridge Exhibition and events venue

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 6,569,494

Total potential project liability (cost) [£]:

Total anticipated on-going commitment post-delivery [£]:

Programme Affiliation [£]:

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£ 7,058,000 (inc. risk)	n/a	£ 6,569,494
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£ 7,058,000 (inc. risk)	£ 6,569,494	- £488,506
[G] Spend to Date	[H] Anticipated future budget requests	
£ 6,569,494	n/a	

Headline Financial changes:

Since 'Project Proposal' (G2) report:

◀▶ Approved Budget at G2 in range £250k to £5M, with £3,350,000 identified in 50-year plan. Scope changed following G2 to consider further works that could potentially

be incorporated within the necessary 3-month road closure to implement the original scope, to mitigate against future disruption
Revised budget in 50-year plan set at £3,857,100 following issue report subsequent to G3, to account for ECI contractor fees

Since 'Options Appraisal and Design' (G3-4) report:

▲ Approved Budget at G4 £7,283,000 (inc. £600k risk allowance) to include the increased scope of works considered following G2.

Since 'Authority to start Work' (G5) report:



Approved Budget at G5 £7,058,000 (inc. £500k risk allowance).
Whilst £245k of the risk allowance was subsequently made available to the main construction contract, total project costs can be closed at £6,569,494 due to underspend in other areas.

Project Status:

Overall RAG rating: Green

Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

A proportion of the risk allowance was made available to the main construction contract subsequent to G5 under delegated authority, in order to meet contractual obligations arising from Compensation Events from unforeseen condition experienced during works

[5] Narrative and change

Date and type of last report:

Issue Report 06 June 2017 (approval of final contract sum)

Key headline updates and change since last report.

Outcome Report, including update on new ANPR traffic enforcement systems

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:

Scope changed to consider further works that could potentially be incorporated within the necessary 3-month road closure to implement the original scope, to mitigate against future disruption

Since 'Options Appraisal and Design' (G3-4 report):

Scope unchanged following G4

Since 'Authority to Start Work' (G5) report:

Scope unchanged following G5

Timetable and Milestones:

Expected timeframe for the project delivery: Completed

Milestones: n/a

Are we on track for this stage of the project against the plan/major milestones? Project completed, on programme

Are we on track for completing the project against the expected timeframe for project delivery? Project completed, on programme

Risks and Issues

Top 3 risks: n/a – Project complete

<i>Risk description</i>	
<i>Risk description</i>	
<i>Risk description</i>	

See 'risk register template' for full explanation.

Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Unforeseen site conditions	Additional costs. Timely decisions taken to mitigate delays to programme and further costs	Approx. £150,000 increase from tender of approx. £5,013,000 (3%)

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Yes – by careful collaboration between TC Media Team, Transport for London and other stakeholders

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APPENDIX 2 – ANPR ENFORCEMENT STATISTICS

Weight Limit ANPR Camera Enforcement Trial by Southwark Council, Northbound Direction only

Month	PCNs Issued	PCNs Paid	PCNs Cancelled	PCNs Open	Sum of Total Paid
February-2018	129	4	125	0	£ 260.00
March-2018	57	43	14	0	£ 3,120.00
April-2018	46	37	9	0	£ 3,729.00
May-2018	42	36	5	1	£ 2,478.00
June-2018	28	19	8	1	£ 1,430.00
July-2018	33	26	5	2	£ 1,950.00
August-2018	40	29	9	2	£ 2,543.00
September-2018	29	19	6	4	£ 1,300.00
October-2018	21	17	2	2	£ 1,365.00
November-2018	43	23	4	16	£ 1,495.00
December-2018	2	0	0	2	£ -
Grand Total	470	253	187	30	£ 19,670.00

Notes:-

1. PCN – Penalty Charge Notice (civil offence, non-endorsed)
2. Only warning notices were issued in the first month of the trial (February 2018) and that these also included some coaches which were cancelled before they were issued (as the offence only relates to goods vehicles and not coaches).

APPENDIX 2 – ANPR ENFORCEMENT STATISTICS

Average Speed ANPR Camera Enforcement by City of London Police

Month	Northbound		Southbound		Total	
	Offences	NIPs Sent	Offences	NIPs Sent	Offences	NIPs Sent
January 2018	560	77	576	50	1,136	127
February 2018	462	445	343	322	805	767
March 2018	574	544	702	648	1,276	1,192
April 2018	597	555	513	480	1,110	1,035
May 2018	517	452	558	497	1,075	949
June 2018	485	333	531	469	1,016	802
July 2018	361	335	488	436	849	771
August 2018	496	451	470	434	966	885
September 2018	406	331	325	252	731	583
October 2018	469	416	390	336	859	752
November 2018	376	340	-	-	376	340
Total	5,303	4,279	4,896	3,924	10,199	8,203

Notes:-

1. NIP = Notice of Intended Prosecution
2. Southbound system not functional during November.

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Committee(s)	Dated:
Streets & Walkways Sub Committee Policy & Resources Committee Culture, Heritage & Libraries Committee	26 February 2019 14 March 2019 25 March 2019
Subject: Special Events on the Highway	Public
Report of: Director of the Built Environment	For Decision
Report Author: Ian Hughes, Assistant Director (Highways)	

Summary

This report outlines the major special events planned for 2019 and provides Members with an opportunity to consider & comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits.

In summary, there continues to be a relative stable core of 14 regular sporting, ceremonial or celebratory events likely to take place on the City's streets in 2019, with the likely exception of the cycling Nocturne, which is currently doubtful for this year. These core events are typically highly professional and extremely well-run, generating a range of charitable, reputational and promotional benefits to the City, and delivered with the minimum of fuss or complaint.

Around that core programme is an increasing variety of one-off events that aim to support the City's Cultural and Visitor agendas, its Transport Strategy and / or the aims & objectives of key City partner organisations and community groups.

For 2019, the likely programme of additional events includes:

- a series of events to promote the City's cultural activities, including various trails, processions & art installations, follow-ups to last year's Smithfield 150 anniversary celebration and activities in Aldgate Square;
- events delivered in conjunction with external cultural partners such as the London Festival of Architecture, Historic England and the Illuminated River Foundation;
- a Lunchtime Street event to help promote Road Danger Reduction as part of the City's evolving Transport Strategy.

The report also notes a number of events still in development which will be subject to further consideration and review, with Members updated accordingly in due course.

In parallel, this report also notes the increase in authorised filming activity taking place on City streets, with the Square Mile's iconic backdrop attracting a series of major production companies using new powers to request road closures. However,

care must be taken to ensure this welcome promotional tool does not cause disproportionate disruption to local stakeholders and transport users.

Finally, this report also notes for Streets & Walkways Sub Committee the event-related 'benefits in kind' granted to charitable & other organisations in 2018.

Recommendation(s)

Members are recommended to:

- Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1.
- Agree to support the additional Cultural, Visitor & Transport Strategy events outlined in paragraphs 18-36, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders.

Members of Streets & Walkways Sub Committee are recommended to:

- Note the Benefits in Kind listed in Appendix 4.

Main Report

Background

1. This report provides an update to Members on the programme of on-street special events currently planned to take place in 2019. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes or promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.
2. Planning for each major event takes place well in advance in order to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Department of the Built Environment lead this process with the assistance of a variety of departments, including Town Clerks, Markets & Consumer Protection, Remembrancers and the City Police.
3. The Director of the Built Environment has delegated authority to write traffic orders for roads to be closed for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers and setting out the procedure for consents & approvals.
4. Key to the process for supporting large scale events remains the Safety Advisory Group (SAG), which examines event proposals from the organiser to seek assurance that the event will be safely managed. The City's SAG is chaired by the City's Strategic Security Director, and comprises various City divisions

including Highways, Environmental Health and Contingency Planning, as well as the emergency services, Transport for London and other interested parties.

Events Calendar 2019

5. The City's on-street event programme has developed a consistent rhythm, with a core programme of 14 substantial, well-run and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

Sporting

- Winter Run – Sunday 3 February 2019
- London Landmarks Half Marathon (Tommy's) – Sunday 24 March 2019
- Adidas City Run – Sunday 7 April 2019
- London Marathon – Sunday 28 April 2019
- Vitality 10k Race – Bank Holiday Monday 27 May 2019
- Nocturne Cycling – Saturday 8 June 2019 (TBC)
- Great City Race – Tuesday 16 July 2019
- London Triathlon – Sunday 28 July 2019
- Ride London Cycling – Sat 3 & Sun 4 August 2019
- Bloomberg Square Mile Run – Thursday 26 September 2019 (TBC)
- Royal Parks Half Marathon – Sunday 13 October 2019

Ceremonial

- Cart Marking – Wednesday 17 July 2019
- Lord Mayor's Show – Saturday 9 November 2019

Celebratory

- New Year's Eve – 31 December 2019
6. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communications plans and effective working relationships built up over time with the City of London, Transport for London and Westminster City Council (the three key highway authorities for events in Central London).
 7. This core list of events has remained relatively stable over several years, with the only recent addition being the London Landmarks Half Marathon which proved to be highly successful last year. As a group, they generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) funding for the City's own events and programmes.
 8. To be clear, event organisers are aware that they do not have a permanent agreement to hold their events on our streets, but permissions are typically

granted on three-year cycles to allow event managers to plan ahead for publicity and commercial reasons. However, as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.

9. In terms of the core 14 events, the key points to note for 2019 are:

- the Adidas City Run event has been brought forward into April (at the organiser's request), which helps to spread the programme throughout the year rather than concentrating on the summer window (see Appendix 2);
- moving the Great City Race from a Thursday to a Tuesday evening has greatly reduced its impact, plus last year's change in route to avoid Guildhall was a major improvement, significantly reducing complaints as a result;
- the London Landmarks Half Marathon proved to be a highly successful and well-run first year event, with nearly £5m raised across more 100 charities. Having proven their concept, Tommy's have increased the entry this year from 10,000 to 13,000 runners, with 178 charity partners on board and over 250 individual activities planned.

10. The only event at risk for 2019 is the Nocturne, which despite being popular with the public, has had various funding, organisational and safety difficulties in the recent past. At present, no formal application has been made for 2019 and there is a considerable likelihood the event will not take place. In particular, it is understood there could be another change in delivery partner, and if correct there is unlikely to be sufficient time to complete the necessary checks to ensure the event can be safely & successfully delivered.

11. Before moving onto cultural, community and other events, it should be noted that two specific items related to the above list will be addressed by separate Committee reports, namely the 2019 Lord Mayor's Show and the use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO). However, in terms of the ATTRO, it can be noted here that only one event required its use in 2018, namely New Year's Eve as part of the wider policing operation led by the Metropolitan Police.

One-Off Events in 2019

12. Away from the core event programme outlined above, there has been a considerable degree of year-on-year fluctuation in terms of the number and extent of major one-off special events. Despite the benefits they bring, these events typically require a disproportionate resource commitment, bringing with them the potential to cause significant disruption to the lives of residents and 'business as usual' activity in the City without the benefit of previous experience or a well-structured learning curve.

13. In previous years, these sorts of events have included:

- the Tour de France (2014)
 - the Royal Marines Regimental parade (2014)
 - the Afghanistan Commemoration at St Paul's Cathedral (2015)
 - the Great Fire of London events (2016)
 - the International Association of Athletics Federations marathon (2017)
14. Members will recall that last year saw the Culture Mile light & sound installation at Beech St, the Smithfield 150 celebrations, road closures to support the Commonwealth Heads of Government visit and the Royal Fusiliers regimental parade to Guildhall.
15. Each event was successful in its own right, but only as a result of significant input and co-ordination from officers, understanding the concept, influencing the event plans and taking action to minimise disruption to other stakeholders before granting the necessary consents. (Members may recall last year's efforts to reduce the timeframe for road closures before & after the Beech St art installation because of the anticipated impact on the road network during the week.)
16. As the City increasingly aspires to draw its cultural offer out onto its streets, activating the public realm in the process, this co-ordination and balance between benefit and impact will become more challenging, whether anchored in the new Culture Mile quarter, around our established iconic streets & spaces, or taking advantage of new public realm opportunities such as Aldgate Square.
17. To illustrate this trend, 2019 is likely to see the largest number of on-street cultural & other assorted events being proposed since the Olympics. At the time of writing, these events include:

Cultural

Culture Mile: Smithfield Area (Weekends of 18/19 May & 24/25 August)

18. Two events are likely to take place in the Smithfield area this year as part of the continuing evolution of the Culture Mile's on-street entertainment offer. Detailed discussions involving timing, footprint and impact are now underway, but briefly they are likely to involve:
- A two-day weekend classical music festival attracting an audience of around 8,000 (18 & 19 May);
 - A one-day Sunday street festival similar to last year's Smithfield 150 (but likely smaller in scale) on Sunday 25 August, with road closures likely on both Saturday & Sunday for the event's construction and de-rig.

London Festival of Architecture (Various locations from June onwards)

19. A series of small-scale artistic & cultural installations are planned as part of the London Festival of Architecture, including:
- The temporary conversion of a small number of parking bays or kerbside areas to create three bespoke public 'parklets', transforming these small

spaces into a place to rest, relax and admire the City. These 'parklets' will be selected as part of a competitive design process to help showcase the potential for kerbside space to offer places for people to gather, to improve health & wellbeing and to introduce greenery.

- A second competition to create a temporary River View installation will run alongside the City's 2019 cultural programme entitled 'Fantastic Feats: The Building of London'. The aim will be to identify & select an innovative and creative proposal for a temporary structure on the City's Riverside Walkway that will enhance the look & feel of the location and transform the way in which people view, enjoy and interact with the River Thames.
- A repeat of last year's public benches and art installation project (the latter outside St Paul's Underground station) in conjunction with the Cheapside Business Alliance.

Bodies in Urban Spaces: Dance performance and procession by artist Willi Dorner
(13 & 14 June: Moorgate and Barbican area)

20. Willi Dorner's 'Bodies in Urban Spaces' asks audiences to reflect on their urban surroundings and their own movement behaviour and habits. Best described as a moving trail which sees choreographed dancers lead spectators through public and semi-public spaces, this work lasts one hour and is repeated twice a day (at lunchtime and after work).

Volo: Dreams of Light by Brendan Walker
(18-22 June: Various locations inc St Paul's and 30 St Mary Axe (The Gherkin))

21. 'Volo: Dreams of Light' is a public, site-specific, virtual reality playground swing installation that responds to the architecture and history of several iconic London landmarks. It will be designed to make riders 'scream' with a mixture of fear and delight, with classic chain swings expected to appear in four public spaces around the Square Mile for five days during June. Passers-by can either watch or take part.

Performance & procession by artist Générrik Vapeur
(7 Sept: Cheapside area)

22. This Saturday event is proposed to be a moving processional piece which the audience will follow for 90 mins. A major City sponsor has been secured for this event, which will involve moments of static performance where the procession will stop in an area to perform a scene and then move on, potentially closing some streets in the process.

'What Remains' trail & projections by Historic England
(25 – 27 Oct: St Paul's Cathedral & surrounding area)

23. Historic England are commission a literary organisation and digital media company to create an evening of projects around St Paul's Cathedral. It will tell a new short

story inspired by the heroism of the people who protected St Paul's in times of conflict, as well as the destruction of the area and post war rebuilding. Visitors will first be led down the streets and alleys surrounding St Paul's as snippets of the story and archive images are projected onto buildings and walls, then taken towards the Cathedral and into the grounds, where the final piece of the story will be told with images and words projected onto the building.

Illuminated River Foundation
(Date TBC: Thames Riverside;)

24. Members may recall that with the support of the City Bridge Trust, the charitable Illuminated River Foundation intend to complete the night-time transformation of Millennium, Southwark, London and Cannon rail bridges later this year. Discussions on how to celebrate the launch of this significant lighting artwork are in their early stages with exact dates dependent on the installation programme, but the 'switch on' is expected to happen one evening during the course of the summer.

Community

Aldgate Square

25. Aldgate Square has proven to be a highly attractive addition to the City's public realm and has the potential to host a year-round inclusive and vibrant community events programme. For this year, the Cultural and Visitor Development Team (CVDT) will take on the curation and management of events in the Square as a pilot operation, supported by funding from The Aldgate Partnership.
26. This will include curating a programme of both City Corporation and third-party events via a coordinated Aldgate Square diary, providing event management advice, guidance and support for community groups wanting to use the space, and liaising directly with the Highways Team to ensure all the relevant permissions and procedures are undertaken appropriately.
27. A full programme of events is still being developed, but discussions currently include:
- A two-week exhibition by the Guildhall Library (June)
 - A two-week exhibition by the London Metropolitan Archive (July)
 - The return of the Aldgate Square Festival produced by Aldgate Community Events (July)
 - A family circus day produced by the CVDT (August)
 - The return of the Aldgate Square Lantern Parade and Christmas Fete produced by Aldgate Community Events (December)
28. Over the course of the year, the CVDT will monitor and evaluate the success of the events programme, gathering data on the number & type of events, their demographic, their attendance levels and audience feedback. A final report will then be produced to inform decisions about the management of the Square going forward.

Sheep Drive
(Sunday 29 Sept: London Bridge)

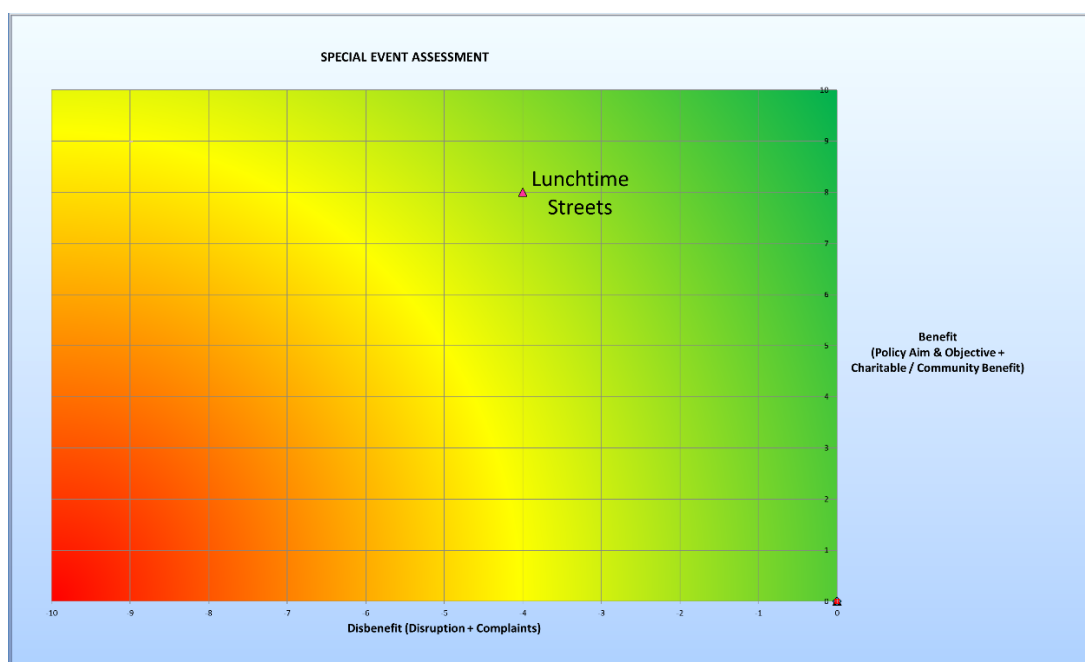
29. For several years, the Worshipful Company of Woolmen have organised a highly successful sheep drive over London Bridge, using barriers to create the necessary pens to enable the event to take place without closing the road to vehicle traffic. However, it is now understood that the Woolmen would like Transport for London (as the Highway Authority) to consider a full closure of London Bridge to enable the event to expand, with space to incorporate a trading market as part of the event on the bridge.
30. This request would considerably expand the impact of the event on the road network, requiring a more extensive traffic management & stewarding plan, as well as a much greater degree of co-ordination with other activities on the network. At the time of writing, TfL are considering the request before the matter can move forward, with the City helping to advise what might be required.

Healthy Streets & Transport Strategy

Lunchtime Streets (City of London event)
St Mary Axe (12-16 August) & Chancery Lane (TBC)

31. The events & installations listed above largely take place at weekends or in the evening, so they are not expected to significantly impact pedestrian flows or traffic. The only event where a street will be closed during the working day is likely to be the Lunchtime Streets initiative, promoting the City's wider Transport Strategy, the Active Travel Plan and road danger reduction in general. As a result, this event is covered in slightly more detail below.
32. The Transport Strategy proposes the use of timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time. As a way of promoting the benefits of such an initiative, it is proposed to launch a Lunchtime Streets programme this year, starting with a location (St Mary Axe) that exhibits high concentrations of pedestrian, cycling and delivery vehicle activity, particularly at lunchtimes.
33. Working with local businesses and Ward Members, a considerable amount of enthusiasm has been generated to support this event, with deliveries retimed to create space for cycling workshops, street art & culture, music and other activities. Due to this pre-planning engagement, the effect on traffic and local businesses is expected to be significantly reduced.
34. The event is planned to take place over one week in August between the hours of 11.30am and 2pm each day, albeit a smaller scale event during Q1 2019 may be used to raise interest for the main event later in the year. This would be implemented in conjunction with the current closure of Leadenhall St and St Mary Axe for street works.
35. Using the criteria outlined in Appendix 3, the event assessment is set out below.

<i>Lunchtime Streets</i>	Criteria	Rating	Score
Benefit	Policy Aims & Objectives	Transport Strategy proposal	5
	Charity / Community	Significant community benefit	3
Total Benefit			8
Disbenefit	Disruption & Impact	Medium impact road closures	-3
	Likely Complaints	Small number possible	-1
Total Disbenefit			-4



36. In addition to this event, the City has been approached by the Chancery Lane Association to consider a similar type of event on the boundary between the City, the London Borough of Camden and Westminster City Council later this year. No firm proposal has been made as yet, but depending on the success of the St Mary Axe event and degree of support regarding this aspect of the Transport Strategy, further requests for such events may be expected.

Car Free Day; Greater London Authority & Transport for London
(Area between London & Tower Bridges; 22 September)

37. In contrast to the City's careful long-term planning and engagement with the local community to grow support for the Lunchtime Streets event at St Mary Axe, Transport for London have just recently approached the City to support an event to promote air quality and celebrate walking & cycling in conjunction with the international Car Free Day on Sunday 22 September.

38. Building on a successful event in Greenwich Town Centre last year, the GLA & TfL's ambition is to use various road closures, including Tooley St, Tower Bridge and Eastcheap, to organise activities including health checks, sport, street art, food stalls, play areas and bike trials.
39. However, funding from the GLA for this proposal is currently unclear, and the process necessary to arrange for the necessary consents & approvals, activation and local community engagement makes this a highly ambitious and challenging proposal to safely & successfully deliver this year. In particular, major highway activities in Cannon St and London Bridge may limit the availability of these streets for this purpose, and significantly more information would be required before the City could be in position to agree such an event.

Road Closure Volumes (Filming & Events)

40. The table below notes the increasing numbers of road closure applications received from different sources over recent years. The predominance of activity to support building development and utility work in the Square Mile has been covered in the recent report to the Planning & Transportation and Streets & Walkways Committees, but there is also an obvious increase in applications noted as 'Other' in the last two years, largely consisting of filming & events.

Road Closure Application Volumes

Type / Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Developments	107	101	155	231	175	214
Utilities	52	62	67	89	95	91
Emergencies	69	26	57	68	38	35
CoL	25	40	85	89	78	93
Other	8	3	18	17	51	88
Total	261	232	382	494	437	521

41. In addition to the trend for more cultural activity on-street, legislative changes in 2016 made it possible for roads to be closed for filming, allowing some of the largest Hollywood and UK production companies to use the City's iconic sights and 'quiet' weekends as backdrops. This has generated a significant uplift in road closure applications which need to be co-ordinated with other activity on the network and managed in terms of minimising their impact on local residents and businesses.
42. It would appear that the City has not yet started to suffer from filming 'saturation' in the same way that some residents (such as those on Upper Thames St) can suffer event 'fatigue'. However, regular use of the same streets around iconic locations does have the potential to reduce the tolerance of residents, local stakeholders and key partners such as Transport for London.

43. Nevertheless, the benefits to the City's Cultural Strategy of retaining the Square Mile as a primary film location mean that well-managed, well-communicated filming can be a key promotional tool for the City Corporation for the foreseeable future, connecting the Square Mile to the very heart of this world-renown creative industry.

Benefits in Kind

44. The City Corporation gives around £55m pa to charities either directly or through its trusteeship, but in addition, the City also gives significant benefits in kind, defined (for this purpose) as:

- Abatement of a full commercial rent;
- Abatement of a fee or charge for services provided; or
- Provision of goods or materials free of charge, or at a reduced charge.

45. The Director of the Built Environment has delegated authority to waive fees and charges on a case by case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done. For some time, DBE has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.

46. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4. Further details on any particular benefit can be provided on request.

Conclusion

47. This report summarises the major events planned for 2019, and in particular, notes the increasing trend for on-street cultural activity to supplement the core number of established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2019
- Appendix 2 – Core Event Timeline for 2019
- Appendix 3 – Summary Event Assessment for 2019
- Appendix 4 – Benefits in Kind for 2018

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APPENDIX 1 – Core Event Programme for 2019

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	3 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	16,000	5 th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	24 March	7 am – 6 pm	Tommy's (with Human Race Ltd)	City of London & City of Westminster	Community & Charitable Event	13,000	2nd Year	Iconic sites within the City
Adidas City Run	7 April Sunday	8am-2pm	CSM Ltd	City of London	Raising money for local and national charities.	2,000	2nd year with CSM; 7 th overall	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
London Marathon	28 April Sunday	7am-7pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	40,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St

Vitality 10K Race	27 May Bank Holiday Monday	10am-12.30p m	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	12 th year	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Nocturne	8 June (Saturday)	Night	Nocturne Series	City of London	High participant night-time cycling race	500	13 years overall but 4 th year for the new route	Cheapside, King Street, Gresham Street and immediate environs
Standard Chartered Great City Race	16 July Tuesday evening	6.30pm - 8.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	14 th year	City Road, London Wall, Bank area & Cheapside.
Cart Marking	17 July	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
London Triathlon	28 July Sunday	7 am – 5 pm	Innovision	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)

Prudential RideLondon	3/4 Aug Saturday / Sunday	7am- 6pm	TfL (with London Surrey Cycle Partnership & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	7 th year	Central CoL & Holborn, Holborn Viaduct
Bloomberg Square Mile	TBC September (evening)	5 pm – 8.30 pm	Square Mile Sport	City of London	Fun Run raising money for charity	5,000	More than 10 years	Gresham Street
Royal Parks Half Marathon	13 October Sunday	9am- midday	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	12 th year	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	9 Nov Saturday	7am- 7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event.	City area west of Bishopsgate.
New Year's Eve Fireworks	31 December Tuesday	From b/w 2- 10pm until after midnig ht	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual Event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2019

2019 Timeline: Core events

Date	Event	Disruption
03/02/2019	Winter Run	-2
24/03/2019	London Landmarks Half M.	-4
07/04/2019	Adidas City Run	-2
28/04/2019	London Marathon	-3
27/05/2019	Vitality 10k Race	-3
08/06/2019	Nocturne	-3
16/07/2019	Great City Race	-5
17/07/2019	Cart Marking	-1
28/07/2019	London Triathlon	-2
3&4/8/2019	RideLondon	-3
Sept (TBC)	Bloomberg Sq Mile	-1
13/10/2019	Royal Parks Marathon	-2
09/11/2019	Lord Mayor's Show	-5
31/12/2019	New Years Eve	-4

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

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

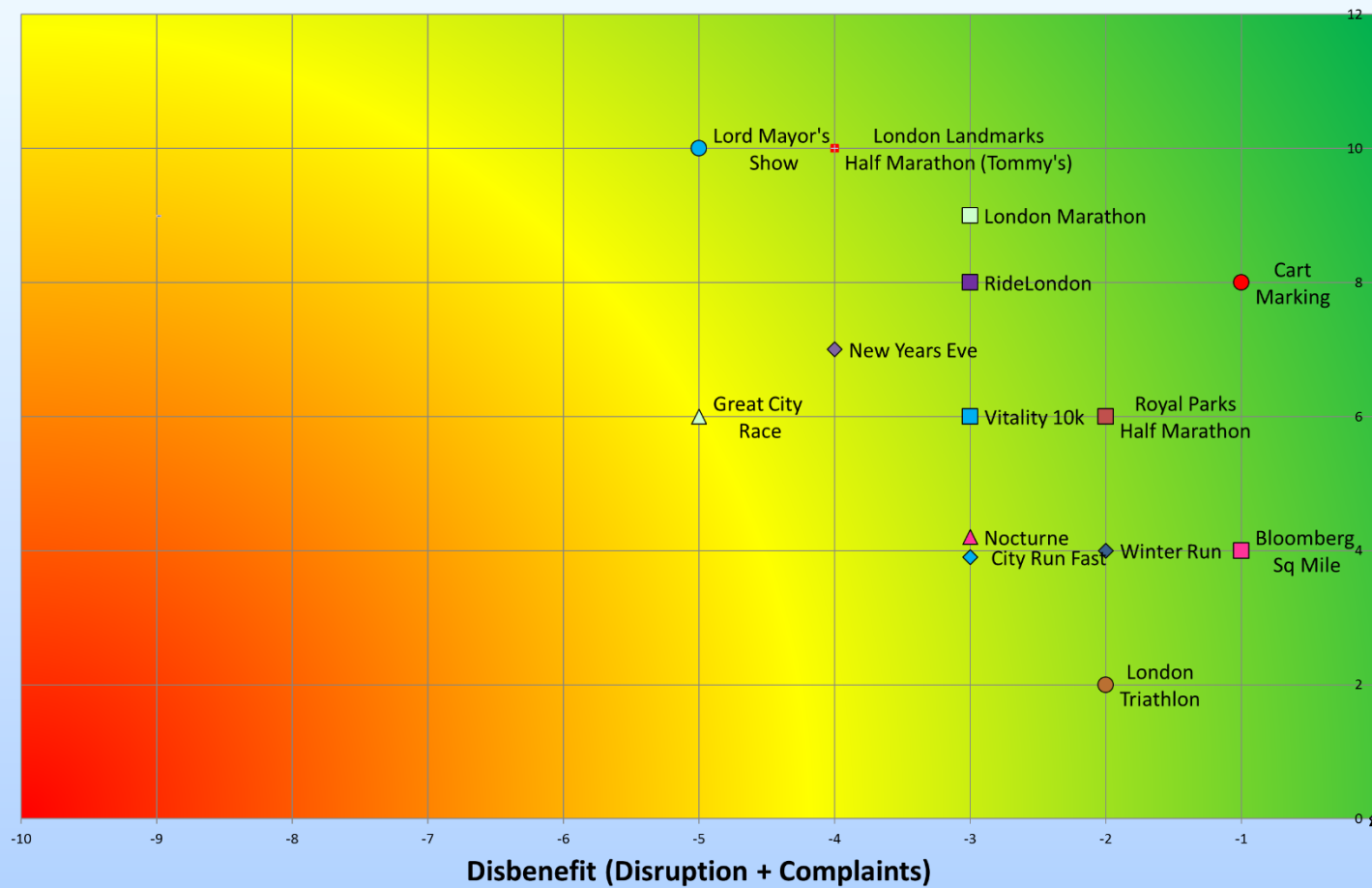
APPENDIX 3 – Summary Event Assessment for 2019

An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits, and it remains a highly useful tool to determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below:

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

Using these criteria, the relative assessment for the planned known events in 2019 is represented on are currently as follows:

CORE EVENT ASSESSMENT (2019)



Benefit
(Policy Aim & Objective +
Charitable / Community
Benefit)

APPENDIX 4 – Benefits in Kind (2019)

Date	Event Name	Application	Traffic Order	Hoarding Licence	Parking Suspension	Parking Permit	Total
07.02.2018	Founders Day	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
01-11,03.2018	Marie Curie Light House	£65.00	£0.00	£25.00			£90.00
30.03.2018	Way of the Cross	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
07-08.04.2018	Romanian Easter	£300.00	£600.00				£900.00
14.04.2018	Games Character Festival	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
06.05.2018	Brass on the Bus	£65.00	£0.00	£0.00	£0.00	£32.00	£97.00
10.05.2018	Get Safe Online	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
14.06.2018	Bike to the Future	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
18.06.2018	Beating the Bounds Ceremony	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
18-22.06.2018	Sounds Like London	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
21.06.2018	Make Music Day - London Bridge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
21.06.2018	Make Music Day - Paternoster Sq	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
22.06.2018	Kindertransport Charity Ride Finish	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
23.06.2018	ABS Chicken Run	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
23.06.2018	St John Ambulance	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
24.06.2018	Guy's Cancer Survivors Walk	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25-29.06.2018	Sounds Like London	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
28.06.2018	Ceremonial Event	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
28.06.2018	Jazz in the Lanes	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
30.06.2018	City Sculpture Fest	£65.00	£0.00	£2,500.00	£0.00	£0.00	£2,565.00
05.07.2018	City Beerfest	£65.00	£0.00	£0.00	£0.00	£768.00	£833.00
18.07.2018	Cart Marking	£300.00	£600.00	£0.00	£2,115.00	£1,600.00	£4,615.00
21.07.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£1,600.00	£1,690.00
23.7-13.8.2018	Lost City	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
24-27.07.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
01-03.8.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
25-27.08.2018	Smithfield 150 (30000 px)	£300.00	£600.00	£0.00	£5,000.00	£0.00	£5,900.00
28.08.2018	COL Road Safety Campaign (100 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
05.09.2018	Ceremonial Event	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00

09.09.2018	Firefighters Memorial Parade (1500 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
09.09.2018	Merchant Navy Day (500 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
16.09.2018	London Pearly Kings & Queens Harvest Festival Parade (500 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
21.09.2018	St Matthews Day Parade (400px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
21-23.09.2018	City of Women Procession (2000 px)	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25.09.2018	Victorian Parade	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25.09.2018	The Long Long Lunch (150 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
30.09.2018	Sheep Drive (650 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
13.10.2018	LFB Procession (300 px)	£300.00	£0.00	£0.00	£0.00	£0.00	£300.00
19-20.10.2018	Processions in the City (1000 px)	£75.00	£0.00	£30.00	£0.00	£0.00	£105.00
21.10.2018	COL & COLP Exercise	£65.00	£0.00	£25.00	£0.00	£0.00	£300.00
04.11.2018	Submariners Remembrance (150 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
11.11.2018	Remembrance Sunday (250 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
07.12.2018	Aldgate Lantern Parade and Winter Fete - (500 px)	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
		£6,030.00	£7,800.00	£2,880.00	£7,115.00	£4,000.00	£28,035.00

Committee	Date:
Culture, Heritage and Libraries Committee	25 March 2019
Subject: Request for Urgent Decision – Report of Action Taken	Public
Report of: The Town Clerk	For Information
Report author: Chloe Rew, Committee and Member Services Officer	

Summary

This report provides details of a decision taken under urgency procedures since your last meeting.

Recommendation

Members are asked to note the report.

Main Report

REQUEST FOR DECISION UNDER URGENCY – COMPLIANT WAIVER FOR DIESEL VAN REPLACEMENT

1. The Head of Barbican and Community Libraries wishes to replace one diesel vehicle with an electric equivalent prior to the Ultra Low Emission Zone (ULEZ) tariffs coming into effect on 1 April 2019.
2. The library van transports; books, CDs, DVDs and other items including furniture between libraries. The van is also used for twice daily collection and delivery service to the three lending libraries, the City's two reference libraries (Guildhall and City Business Library), the Cultural and Development team, the City Information Centre, Tower Bridge and Monument. It also provides ad hoc journeys for example, to support exhibitions at Guildhall and Barbican Libraries.
3. The LDV EV80 Electric Panel Van, supplied by Heathrow LDV Limited, was identified as the most appropriate choice to replace the diesel van, due to the quality of the vehicle, warranty and after sales support provided by Heathrow LDV Limited.
4. Approval was granted for the use of a Sole Supplier waiver to rule 15 of the Procurement Code.
5. Approval was granted to award a contract to Heathrow LDV Limited for £71,467.60 (£67,786.00 plus £3,681.60 for 60 months maintenance).
6. Approval was granted under urgency procedures in order for the library to purchase the vehicle and provide driver training in advance of the 1 April 2019 ULEZ tariff date.

Chloe Rew

Committee & Member Services Officer

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Committees: Projects Sub Committee <i>[for decision]</i> Culture Heritage and Libraries Committee <i>for decision</i>		Dates: 22 March 2019 25 March 2019
Subject: Library Self Service Kiosks Unique Project Identifier: 12013	Gateway 3/4: Options Appraisal (Regular)	
Report of: Director of Community & Children's Services Report Author: Prachi Ranade, Commissioning and Contracts Officer Department of Community and Children's Services		For Decision
Project Description: This project is looking to replace or upgrade the kiosks and maintenance contracts that we have in place.		
Recommendations Members are asked to: <ul style="list-style-type: none"> • approve Option 2 to source a new system, for proceeding to procurement and Gateway 4a • approve the total estimated cost of £120,000 • approve request for additional Capital budget of £70,000 to proceed to procurement and reach the next Gateway 		
<u>Summary</u>		
This report follows on from the Gateways 1 and 2 report presented to the Project Sub Committee on 7th November 2018. It was agreed at the meeting that the project should follow a regular project gateway process. Therefore, this report provides information required for Gateways 3 and 4.		
The procurement aims to replace or upgrade the kiosks that we have in place. This will enable a more efficient service for the public, that will free up staff from issuing and discharging to allow them to focus on stock maintenance and delivering a range of public facing activities in the library. The improved technology will also improve the speed of the issuing process for users who can choose to use the kiosks rather than queue to see a member of staff.		
Project status	Amber	

Timeline	<p>Specification and terms and conditions developed by April 2019</p> <p>Publish tender documents in May 2019</p> <p>Tender returns in June 2019</p> <p>Evaluations in July 2019</p> <p>Final decision by August 2019</p> <p>Gateway 5 Report by September 2019</p> <p>Award contract by October 2019</p> <p>Mobilisation period, transfer of information and decommissioning of existing system: October 2019 – January 2020</p> <p>Staff training between November 2020 – January 2020</p> <p>System go-live: January 2020</p>	
Programme status	Pending approval of Gateway 3/4 – options appraisal	
Latest estimated cost of works	As Gateway 1/2, up to £120,000 – dependent on tenders returned, this includes installation of hardware, support to migrate data, training and annual support and maintenance costs for the duration of the contract.	
Expenditure to date	Staff costs - £4,506.48	
Total project cost	Up to £120,000 – dependent on tenders returned, this includes installation of hardware, support to migrate data, training and annual support and maintenance costs for the duration of the contract.	

Progress to date (including resources expended and any changes since previous Gateway)

Following Projects Sub approval to proceed to Gateways 3 and 4 on 7th November 2018, the steering group has commenced the development of the specification through consultation with all agreed stakeholders.

The IT Category Board approved the procurement route on 11th December 2018.

Financial Implications

Description	Option 2:	
Works costs	As Gateway 1/2, up to £120,000 – dependent on tenders returned	
Total	Up to £120,000	
Funding strategy:		
Source		

	Barbican and Community Libraries - annual support and maintenance	£50,000		
	Bid for Capital funding	£70,000		
	Total	£120,000		

1. Next steps and Requested decisions	Next Gateway: Gateway 4a: Inclusion in Capital Programme Next Steps: Staff costs to cover the project management of the commissioning and procurement timetable and to engage the market. Requested Decisions: <ul style="list-style-type: none">• To approve Option 2 for proceeding to procurement and Gateway 5• Projects Sub Committee and Spend Committee to approve budget, and the Resource Allocation Sub Committee to approve Capital funding												
2. Resource requirements to reach next Gateway	<i>From recommended option</i> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Time</td><td>Project management of the commissioning /procurement timetable</td><td>Existing officer time – Local risk</td><td>£10,000</td></tr><tr><td>Total</td><td></td><td></td><td>£10,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Time	Project management of the commissioning /procurement timetable	Existing officer time – Local risk	£10,000	Total			£10,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff Time	Project management of the commissioning /procurement timetable	Existing officer time – Local risk	£10,000										
Total			£10,000										
3. Overview of project options	Overview of Options and Proposed Way Forward There are three options: <u>Option 1: Do nothing</u> This option is not viable – The equipment is at end of life and cannot be upgraded to, for example, accept card and												

	<p>contactless payments. Therefore, it will not be possible to negotiate continued support contracts, which means that in the case of equipment failure there is no way to organise a repair. It would be a risk to continue our relationship with the current supplier without a contract on the City of London Corporation's terms. This would also mean having to side-step finance and procurement best practice by having to sign off financial waivers to the current supplier.</p> <p><u>Option 2: Source a new system</u> This option is recommended. A new system (or upgrading if the incumbent supplier is successful) will be able to meet the statutory requirements and improvements needed in the Libraries service.</p> <p><u>Option 3: Co-procure with another London borough</u> This option is not viable – no other London boroughs are currently looking at this with the same timescales as the City. Co-ordination costs are likely to be dis-proportionate to the contract value.</p>
4. Recommended Option	<p><u>Option 2: Source a new system</u> This option is recommended. An upgraded or a new system will be able to meet the statutory requirements and improvements needed in the Libraries service. Therefore, the only option available currently is a procurement exercise to source a new system.</p>
5. Procurement approach	<p>Competitive procurement via the Capital E-Sourcing Portal for Option 2. This will give organisations of all sizes the opportunity to submit a tender, increasing the opportunity for several innovative proposals.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	PT3 Procurement Form
Appendix 3	Risk Register

Contact

Report Author	Prachi Ranade
Email Address	Prachi.ranade@cityoflondon.gov.uk
Telephone Number	0207 332 3792

Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
1. Brief description of option	<p>Do not procure a system and continue service with current providers.</p> <p>Sign off financial waivers to the supplier every year for annual support and maintenance costs.</p>	Procure an upgraded or a new system that will meet the statutory requirements and improvements needed in the Libraries service.	Co-procure with another London borough for an upgraded or new system to meet statutory requirements.
2. Scope and exclusions	<p>The current service's kiosks and software are coming to the end of their life and are currently unsupported.</p> <p>The current contract has no provision for upgrades.</p>	<p>This project is looking to replace or upgrade the kiosks that we have in place. This will enable a more efficient service for the public, that will free up staff from issuing and discharging to allow them to focus on stock maintenance and delivering a range of public facing activities in the library.</p> <p>The system will need to continue to provide self-service facilities to the public in relation to library services, allow the public to pay their fines and loan fees, control security of items, interact with the Library Management System and provide management information to report on performance.</p>	
Project Planning			

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
3. Programme and key dates	Not applicable	<p>Specifications and terms and conditions developed by April 2019</p> <p>Publish tender documents in May 2019</p> <p>Tender returns in June 2019</p> <p>Evaluations in July 2019</p> <p>Final decision by August 2019</p> <p>Gateway 5 Report by September 2019</p> <p>Award contract by October 2019</p> <p>Mobilisation period, transfer of information and decommissioning of existing system: October 2019 – January 2020</p> <p>Staff training between November 2020 – January 2020</p> <p>System go-live: January 2020</p>	Not applicable

Option Summary	Option 1	Option 2	Option 3
4. Risk implications	High	Medium	High
5. Stakeholders and consultees	<ul style="list-style-type: none"> • Current Provider • IT Division • Commissioning 	<ul style="list-style-type: none"> • Libraries staff • IT Division • City Procurement • Service Users • Commissioning • Chamberlain – Finance • Agilisys • Barbican and Landlords of Artizan and Shoe Lane Library 	
6. Benefits of option	<ul style="list-style-type: none"> • No need to transfer data as continue with current suppliers. 	<ul style="list-style-type: none"> • Competitive bidding process obtaining value for money. • Competitively source and leverage appropriate expertise from the market. 	<ul style="list-style-type: none"> • May derive some advantage through economies of scale. • Competitive bidding process obtaining value for money.
7. Disbenefits of option	<ul style="list-style-type: none"> • No option to extend contract in current agreement leading to lack of negotiation power. 	<ul style="list-style-type: none"> • Time implications for a nationally advertised procurement. 	<ul style="list-style-type: none"> • No London boroughs are currently looking at this with the same timescales as required by the City.

Option Summary	Option 1	Option 2	Option 3
	<ul style="list-style-type: none"> Upgrades not provided for within the contract 		<ul style="list-style-type: none"> Co-ordination costs likely to be disproportionate to the contract value.
Resource Implications			
8. Total Estimated cost	Not applicable	Up to £120,000 dependent on tenders and system chosen.	Not applicable
9. Funding strategy	Not applicable	Barbican and Community Libraries - support and maintenance £50,000 Bid for Capital funding - £70,000	Not applicable
10. Investment appraisal	Not applicable	The investment appraisal that will be used to assess the cost of options will be 'whole life cost', which will include the initial cost plus the cost of maintaining the system over its useful life.	Not applicable

Option Summary	Option 1	Option 2	Option 3
11. Estimated capital value/return	£0	Bid for Capital funding - £70,000 dependent on tenders and system chosen	£0
12. Ongoing revenue implications	Approximately £50,000 per year	This cost is to be identified as part of the tender process, but likely to be in the region of £50,000 per annum.	Approximately £50,000 per year
13. Affordability	Revenue costs included within local budget.	Revenue costs included within local budget. Capital costs are not allocated.	
14. Legal implications	One contract expires in January 2020 and the other expires in January 2021. The terms are outdated and will not reflect current practice or laws.	Any future system must have functionality to execute the statutory services provided by the Libraries service and be able to cater to specific requirements expected. Procurement will be carried out using the Capital E-Sourcing portal. This ensures that the system requirements and statutory services needed should be met.	

Option Summary	Option 1	Option 2	Option 3
15. Corporate property implications	None	Liaising with Daisy Estrada in the Built Environment regarding potential replacement of security gates at Barbican Library. Should they need replacing DCCS may need to apply for listed building consent.	None
16. Traffic implications	None	None	None
17. Sustainability and energy implications	None	None	None
18. IS implications	None	IT implications include: <ul style="list-style-type: none"> a. use of hosted, subscription and/or software-as-a-service (SaaS) options are preferable b. IT Division will need to ensure that connectivity is set up to be as 	None

Option Summary	Option 1	Option 2	Option 3
		<p>resilient as possible to support this approach.</p> <p>IT Division will need to prepare for any data management or system integration work required to support the new system. Phil Pettit from IT is involved, and the project has been highlighted and approved through the IT Project Management Office (PMO) process.</p>	
19. Equality Impact Assessment	Not required	Test of relevance completed. No negative impacts identified and therefore full EIA not undertaken.	Not required
20. Data Protection Impact Assessment	Not applicable	Not applicable	Not applicable
21. Recommendation	Not recommended	Recommended	Not recommended

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Project Coversheet

[1] Ownership

Unique Project Identifier: 12013 **Report Date:** 22nd March 2019
Core Project Name: Library Self Service Kiosks
Programme Affiliation (if applicable):
Project Manager: Prachi Ranade
Next Gateway to be passed: Gateway 3/4

[2] Project Brief

Project Mission statement: Some of the service's kiosks and software are coming to the end of their life and are currently unsupported, others are not fit for purpose. This project is looking to replace or upgrade the kiosks and maintenance contracts that we have in place. This enables a more efficient service for the public, that frees up staff from issuing and discharging to allow them to focus on stock maintenance and delivering a range of public facing activities in the library.

Definition of need: The system will need to continue to provide self-service facilities to the public in relation to library services, allow the public to pay their fines and loan fees, control security of items, interact with the Library Management System and provide management information to report on performance. This project will provide efficiencies as it will enable the library service to make better use of stock control through performance management and tailoring of services leading to a better service for customers by amalgamating three separate contracts. The service mirrors the use of EPOS (Electronic Point of Sale) which can link with the library management system to enable supply and demand to be measured to provide an efficient service for library users.

Key measures of success:

- 1) A system that meets all statutory requirements (including reporting requirements and GDPR).
- 2) System meets service users' identified needs to ensure a high level of service user satisfaction and usage.
- 3) System is sufficiently flexible to evolve to meet future needs including linking with other systems.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: Up to £120,000

Total potential project liability (cost) [£]:

Total anticipated on-going commitment post-delivery [£]: Up to £50,000 maintenance costs

Programme Affiliation [£]: Up to £120,000

Do not use ranges in this table. Either Highest range value or best estimate at this time.

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£50,000	£70,000	£120,000
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)

£120,000	£120,000	£0
[G] Spend to Date	[H] Anticipated future budget requests	
£4,506.48	£0	

Headline Financial changes:

Since 'Project Proposal' (G2) report:
No budget requested at G2.

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

Not applicable

[5] Narrative and change

Date and type of last report:

Gateway 2:

- Corporate Projects Board – 21st August 2018
- Projects Sub Committee – 7th November 2018
- Culture Heritage and Libraries Committee – 22nd October 2018

Key headline updates and change since last report.

Finalising system requirements and specification.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:
N/A

Timetable and Milestones:

Expected timeframe for the project delivery: <Current Range>

Milestones: <Top 3 delivery and planning milestones (upcoming) >

1) Specification and terms and conditions developed - April 2019

2) Publish tender documents – May 2019

3) Tender returns – June 2019

Are we on track for this stage of the project against the plan/major milestones? Y

Are we on track for completing the project against the expected timeframe for project delivery? Y

Risks and Issues

Top 3 risks:

<i>Risk description</i>	Lack of business engagement and ownership, especially at times when teams have a heavy workload.
<i>Risk description</i>	Loss of functionality during migration
<i>Risk description</i>	Lack of business engagement.

See 'risk register template' for full explanation.

Top 3 issues realised <risks which have come to pass:>

<i>Issue Description</i>	Impact and action taken	<i>Realised Cost</i>
--------------------------	-------------------------	----------------------

N/A		

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No

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PT 3 - Procurement Options Report

This document is to be used to identify all Procurement options available and recommended

Author:	Prachi Ranade and David Scott		
Project Reference:	TBC		
Project Title:	Library Self Service Kiosks		
Summary of Goods or Services to be sourced			
Replacement or Upgrade of Self Service Kiosks in Barbican, Artizan Street and Shoe Lane Libraries			
Contract Duration:	3+2 (5 years)	Contract Value:	Up to £120,000 (£70k capital, £50k revenue)
Stakeholder information			
Project Lead & Contract Manager: Prachi Ranade	Category Manager: David Scott		Lead Department: DCCS
Other Contact		Department	
Carol Boswarthack		DCCS	
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?			
Potentially City of London Business Library and Reference Library			

Specification and Evaluation Overview

Summary of the Specification:

The City of London Corporation has a statutory duty under the Public Libraries and Museums Act 1964 'to provide a comprehensive and efficient library service for all persons.' These local authority functions are delivered by staff and commissioned services, and overseen by the Culture, Heritage and Libraries Committee.

To meet its statutory responsibilities, the City of London uses self-service kiosks for the public to issue, renew and return stock. The system also controls security of the items with tags and security gates.

The current service is provided by two organisations; Bibliotheca's contract started on 31st January 2016 and ends on 30th January 2021, and D-Tech's contract started on 31st January 2015 and ends on 29th January 2020. Bibliotheca provides support and maintenance for the kiosks in Artizan and Barbican libraries, and D-Tech provide 2 kiosks, 2 return bins and maintenance for the kiosks in Shoe Lane Library. As the D-Tech contract is ending in January 2020, the City needs to begin its commissioning and procurement process to ensure sufficient time is allocated for mobilisation of the new contract. It is proposed that Bibliotheca's contract will be given a 3 month notice period so that it ends in line with the D-Tech's contract so that a streamlined procurement process can take place.

The current service's kiosks and software are coming to the end of their life and are currently unsupported. This project is looking to replace or upgrade the kiosks that we have in place. This will enable a more efficient service for the public, that will free up staff from issuing and discharging to allow them to focus on stock maintenance and delivering a range of public facing activities in the library. The improved technology will also improve the speed of the issuing process for users so that the public no longer need to queue.

The system will need to continue to provide self-service facilities to the public in relation to library services, allow the public to pay their fines and loan fees, control security of items, interact with the Library Management System and provide management information to report on performance.

Overview of the key Evaluation areas:

Award Criteria	Level 1	Level 2
Technical	40%	
- Service Delivery		Tbd
- Technical Solution		
- Delivery Team – Key Personnel		Tbd
- Mobilisation		Tbd
- Support & Maintenance		Tbd
Commercial	60%	
- To be confirmed		tbd

Technical and Pricing evaluation ratio
40% (Technical) / 60% (Price)

Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)	
The contract costs will be fixed for the implementation and support.	
Are there any accompanying documents with this report?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Will this project require the winning supplier to process personal data on our behalf?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR . You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
Evaluation Panel – Please enter Name and Department below	
Asok Basu Jonathan Gibbs Matthew Cox/Phil Pettit	DCCS DCCS IT

Customer Requirements

Target completion date	31/05/2019	Target Contract award date	01/01/2020
Are there any time constraints which need to be taken into consideration?			
The contract with D-Tech ends on 29 th January 2020, so the new contract must be fully mobilised by then.			

Efficiencies Target with supporting information	
Dependant on the solution, it is unlikely there will be overall savings on the project. This will depend on the method of delivery and utilisation of the existing infrastructure.	

Procurement Timeframes - To be determined using PTO Project Plan with Roles and Responsibilities	
Procurement Start date	31/01/2019
Procurement End date	31/05/2019

City of London Initiatives

How will the Procurement meet the City of London's Obligation to
Adhere to the Social Value Act: n/a
Take into account the London Living Wage (LLW): n/a
Consideration for Small to Medium Enterprises (SME): The likely market for this requirement will include SMEs due to the specialist nature of the requirement.
Are there TUPE/Pension liabilities that need to be considered? N/a
Other:

Procurement Strategy Options Procurement Strategy is building the way in which the contract will look once awarded. This could include inter-departmental usage, existing contracts integrated once expired or adding it to an existing contract.

Option 1: Continue with current solution
Advantages to this Option:
<ul style="list-style-type: none"> - No need to transfer data. - No risk of change.
Disadvantages to this Option:
<ul style="list-style-type: none"> - No comparison with other market providers in terms of value for money. - No option to extend in agreement leading to lack of negotiation power. - Upgrades not provided for within the contract.
Please highlight and possible risks associated with this option:
<ul style="list-style-type: none"> - Current contract does not allow for this. In addition, current solution is no longer supported.
Option 2: Market test the key outcomes and requirements for a new contract/system
Advantages to this Option:
<ul style="list-style-type: none"> - Competitive bidding process obtaining value for money - Competitively source and leverage appropriate expertise from the market - Sound contractual footing with performance metrics for service delivery
Disadvantages to this Option:
<ul style="list-style-type: none"> - Time implications for a nationally advertised procurement
Please highlight and possible risks associated with this option:

- Delay to the desired commencement date of the service
Option 3: Co-procure with another London Borough
Advantages to this Option: <ul style="list-style-type: none"> - May derive some advantage through economies of scale (i.e. buyer power increased) - Competitive bidding process obtaining value for money - Competitively source and leverage appropriate expertise from the market - Sound contractual footing with performance metrics for service delivery
Disadvantages to this Option: <ul style="list-style-type: none"> - No London boroughs are currently looking at this with the same timescales as required here. - Issues with ensuring that both LAs have the same expectations for outcomes. - Co-ordination costs likely to be dis-proportionate to the contract value. - Time and resource implications leading a collaborative procurement, collating joint and local requirements etc. - Other contracting authorities have already launched individual local procurements
Please highlight and possible risks associated with this option:

Procurement Strategy Recommendation

City Procurement team recommended option
Option 2: Market test the key outcomes and requirements for a new contract/system

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Advertised sub-OJEU Tender
Advantages to this Option: <ul style="list-style-type: none"> - An increase in competition due to more suppliers having the opportunity to bid opposed to a closed supplier list under a Framework Agreement - Organisations of all sizes have the opportunity to submit a tender, increasing the opportunity for a number of innovative proposals/solutions - Advantageous for simple and straight forward requirements - The City uses its own Terms which can be more favourable than a generic Framework agreement - Able to target the niche suppliers in the market for a direct bid rather than via resellers.
Disadvantages to this Option: <ul style="list-style-type: none"> - All tenders must be evaluated; therefore, there can be resource implications of a potentially lengthy tender evaluation (due to a high volume of responses)
Please highlight and possible risks associated with this option: <p>There may be a large number of tenders submitted all requiring evaluation, thus requiring more resource than anticipated. Proportionate minimum requirements, thresholds and weightings being applied to the pre-determined evaluation criteria can help mitigate the risk of an excessive response rate.</p>
Option 2: CCS Framework RM3804 (Technology Services 2)
Advantages to this Option: <ul style="list-style-type: none"> - Instant route to bidding phase - Compliant with procurement law - Reduced administrative burden in terms of the time and transaction costs (both supplier and Corporation) compared to running a full EU procurement process - Suppliers have been identified, vetted, and quality checked via a competitive EU procurement process - Overarching contractual terms agreed minimising clarifications and qualifications post-tender - Security of supply / capacity (multi-supplier agreements) – e.g. if one supplier on the Framework Agreement runs into difficulty there would still be other suppliers capable of delivering the requirements - Niche suppliers are not available as a direct supplier on this framework. Therefore, contract would be with a reseller, adding margin and potential for a cumbersome contract management process.
Disadvantages to this Option: <ul style="list-style-type: none"> - Closed competition thus limited to the appointed suppliers under the Framework Agreement - There could be new suppliers and/or solutions within the market that were not included when the Framework Agreement was established originally

- The bespoke needs of the Corporation might not be reflected, and the Framework Agreement will be limited in variation to any resultant call-off contract

Please highlight and possible risks associated with this option:

- Commercial challenge by way of pricing - is this competitive still? This CCS Framework Agreement commenced October 2016 and may have been established when the market rate was high, although suppliers' margins are contractually capped and audited on a monthly basis (by the CCS).
- Officer time in undertaking due diligence (Comptrollers, Procurement, Finance, Insurance and Stakeholder)

Route to Market Recommendation

City Procurement team recommended option

Option 1: Advertised sub-OJEU Tender

Recommendation

Is the procurement split into lots?

Yes ☐ No ☒

Please specify why you have taken this decision regarding lots

Not able to disaggregate requirement.

City Procurement team proposed route for sign off:

IT Category Board > Gateway Process

Sign Off/Internal Checks

Date of Report:	
Reviewed By:	
Reviewer Signature :	
Insurance	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Financial	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Health and Safety	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Contract Approval	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
<i>Add additional as required</i>	

Ref	Description	Impact	Likelihood	Impact	Total	Tolerance	Status	Actions to mitigate risk	owner	review	Date of last change
R1	Resources are not prioritised for the project to deliver according to the timescale	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	2	4	8	15	open	Regular meetings and key dates agreed with the steering group.	Prachi Ranade/ Jonathan Gibbs	monthly	
R2	Lack of business engagement and ownership, especially at times when the Libraries team and other members of the steering group have a heavy workload	The specification and system(s) are developed, mobilised and tested in a way that does not meet business need and service user requirements and is not seen as an improvement to current practice	3	4	12	15	open	The steering group is representative of the business. The project is an appraisal target for relevant officers to enable prioritisation. All mobilisation and testing are scheduled with business leads well in advance to ensure sufficient time is available	Jonathan Gibbs	monthly	
R3	Scope/specification of the services does not fully represent the needs of the service users	The specification and system(s) are developed and mobilised in a way that does not meet business need and service user requirements and is not seen as an improvement to current practice	2	4	8	10	open	Consultation with service users will consider needs, risks, and benefits and expectations as part of the review Service uses identified at an early stage to enable full consultation and benchmarking with other local authorities' specs	Prachi Ranade/ Jonathan Gibbs	monthly	
R4	Scope of the specification is beyond the ability of the market to implement	The City's requirements cannot be met by any provider without time consuming or bespoke systems being created which are costly to maintain	3	4	12	15	open	Soft market testing is thorough and includes systems used by other local authorities	Prachi Ranade/David Scott	monthly	
R5	The existing book tags are not compatible with the new system	Removal of existing tags will damage the books, resource and cost of changing tags	3	4	12	15	open	Specification details the need to use existing tags.	Prachi Ranade/Phil Pettit/ Jonathan Gibbs	monthly	
R6	System does not fulfil requirements	CoL is unable to meet its duties and leads to reputational issues	2	4	8	10	open	Specification includes all relevant functions. Best practice from other local authorities is used to inform specification and system requirements with pass/fail criteria for certain key functionality.	Jonathan Gibbs	monthly	
R7	Service users are not confident with the new systems	Service users do not use the full functionality of the system or are not using the system in the correct way	2	4	8	15	open	Guides are included within the specification. On site training and support, floor walking made available	Prachi Ranade	monthly	
R8	The system is not adequately supported post go live	Service users do not use the full functionality of the system or are not using the system in the correct way and have no one to ask for help	2	4	8	15	open	Post go live support and manual included within the specification.	Prachi Ranade	monthly	
R9	Insufficient technical resource to support the mobilisation, transition, go live and post go live support	Project plan slippage which incurs costs and delays the implementation of the project	4	4	16	15	open	Technical support to be requested via IT or if not available, will need to be procured. Estimation of time requirements and skills to be developed with guidance from IT. Option to include within contract	Phil Pettit	monthly	
R10	A hosted system requires all technical activities to be reliant on the provider leading to delays in delivery	There are unnecessary delays to the project delivery timeline, causing the project to be extended. There is not clarity on who is responsible for which activities regarding data	2	4	8	10	open	Work closely with the CoL's IT team and any identified technical resource to plan mobilisation in advance. Change management controls to be built into the contract	Phil Pettit/ David Scott/Comptrollers	Monthly/weekly in the latter stages of the project	
R11	There are delays to the project plan caused by the chosen	Implementation of the project is delayed causing the project to be extended	3	4	12	15	open	Ensure that the changes put in place by City procurement (see Mosaic gateway 7	David Scott	Monthly	

	RED = not on track not in control
	AMBER = not on track but in control
	GREEN = on track and in control

Ref	Description	Impact	Likelihood	Impact	Total	Tolerance	Status	Actions to mitigate risk	owner	review	Date of last change
	provider(s) asking for contract changes (lesson learnt from Mosaic)							report) are implemented for this project) Terms and conditions to be sent as part of the soft market testing.			
R12	New security gates are required to comply with new system	The removal of existing security gates and installation of new ones will need Planning permission as Barbican is a listed building, and liaising with private landlord for Shoe Lane Library. Additional costs may be required.	4	3	12	15	open	Commissioning Officer to liaise with the planning team and the private landlord during the planning stage.	Prachi Ranade	Monthly	
R13	Introduction of Libraries Connect Framework to the market will make the self-service kiosks interact with the Library Management System outdated	Libraries Connect Framework becomes the industry standard, leading to COL to retrofit devices to install it at additional cost.	4	4	16	15	Open	Fully investigating any supplier of their understanding of the Libraries Connect Framework, and the impact on the industry.	Jonathan Gibbs	Monthly	
R14	Security protocols that allow data transfer between different systems not updated	The RFID system will stop operating and staff will not be able to access management information.	4	4	16	15	Open	Ensure that security protocols are covered in the specification. Ensure that the protocols are assessed by IS, and that IS have continual involvement in the process.	Jonathan Gibbs/Phil Pettit	Monthly	
R15	Specification is not prepared to timescale	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	4	4	16	15	Open	Regular meetings and key dates agreed with the steering group.	Prachi Ranade/Jonathan Gibbs	Monthly	
R16	Loss of expertise due to staff leaving	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	4	4	16	15	Open	Regular meetings and key dates agreed with the steering group. Support from Carol Boswarthack required.	Prachi Ranade/Jonathan Gibbs	Monthly	

	RED = not on track not in control
	AMBER = not on track but in control
	GREEN = on track and in control

Committee	Dated:
Culture, Heritage and Libraries – For Information	25/03/2019
Subject: Barbican Music Library exhibition programme	Public
Report of: Director of Community and Children's Services	For Information
Report author: Richard L. Jones, Music Librarian, Department of Community and Children's Services	

Summary

Barbican Music Library's exhibition programme has developed into one of the most high-profile and successful ventures of its kind in any UK public library. The forging of partnerships with individuals and organisations from the world of music has resulted in a vibrant programme which celebrates the musical and cultural diversity of London and the UK, and facilitates engagement with community groups. The delivery of professional exhibitions has been made possible through an ongoing partnership with Barbican Art Gallery whose staff carry out the installations and take-downs.

This work has raised the Library's profile through features in the media including The Guardian and BBC Radio 2 & 3. It has encouraged customer engagement via social media, and many of the exhibitions have garnered large amounts of positive feedback. Partnership working, both internal and external, has brought many benefits and collaborations with prominent figures have provided opportunities to generate additional revenue. The programme ties in with the City's ambitious initiative, Culture Mile, and plays an important role in bringing the work of Barbican and Community Libraries to the attention of new audiences.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. As public libraries continue to face challenges resulting from changes to reading and listening habits in the digital age, it is essential that a library service evolves in order to retain existing customers and attract new ones. Since 2011 Barbican Music Library has developed an exhibition programme that has become a vehicle for building partnerships and expanding the Library's customer base. Members of the Music Library's staff pro-actively forge partnerships with individuals and organisations from the musical sphere, enabling a rich and diverse programme. All

Music Library customers - approximately 72,500 per annum - pass the display area, and many of the exhibitions are accompanied by events.

Current Position

2. The exhibition programme is based around five themes:

2.1. To celebrate cultural diversity and engage with local communities

The exhibition programme celebrates the musical and cultural diversity of London and the UK. It provides opportunities to reach community groups, for example the exhibition, *Bang, Bang Bangladesh* enabled the Music Library to engage with the local Bangladeshi community; it was complemented by events showcasing traditional and modern-day Bengali culture. A collaboration with the Jewish Music Institute also resulted in a display, and the Music Library partnered with the Pink Singers on *Singing the Changes*, which told the story of LGBT London throughout the choir's 30-year history.

2.2. To support the health and wellbeing agenda

Many of the City workers who use the library view access to culture as a sanctuary from the stressful business world. Evaluation of Music Library events has been overwhelmingly positive, for example 100% of the attendees at an event to complement a Sufi music exhibition said they valued the event and agreed that: "The library's services and activities have a positive impact on my health and/or wellbeing". To raise public awareness about the benefits of music therapy, the Music Library partnered with the British Association for Music Therapy (BAMT) on an exhibition and event.

2.3. To mark important anniversaries

Notable dates in the history of leading music organisations are celebrated, for example a 2015 partnership with the Philharmonia marked the orchestra's 70th birthday. The anniversaries of eminent musicians and composers' births and deaths - including Elvis Presley, Sir Georg Solti and Benjamin Britten - have also been highlighted with exhibitions. To tie-in with the City of London's World War One commemorations, the Music Library partnered with the Museum of Army Music, and with the Fusilier Museum London (Tower of London).

2.4. To highlight specific genres of music

To cater for a wide range of musical tastes, and to counter the myth that public libraries stock classical music only, a variety of musical styles are featured. This has been made possible through collaborations with organisations such as the English Folk Dance and Song Society and the National Jazz Archive. Popular music has been represented courtesy of exhibitions featuring the acclaimed photography of Jill Furmanovsky and Sheila Rock, and Pete Frame's iconic Rock Family Trees.

2.5. To promote artists who use the theme of music in their work

Both established and lesser-known artists are provided with a platform to showcase their work including Morgan Howell whose SuperSizeArt installations of pop singles are highly collectable. For the duration of his

exhibition Morgan became the Music Library's first 'artist in residence', providing weekly demonstrations of his creative process to customers. The Music Library has also played host to the work that illustrator and cartoonist, Gerald Scarfe, has undertaken within the field of music. The *Scarfe and Music* exhibition ran throughout September and October 2016 with Gerald Scarfe providing a signing session which generated a long but enthusiastic queue of his admirers.

3. Outcomes

3.1. A vibrant display area

The display area captures the attention of customers entering the premises, encouraging them to explore the Music Library further. Libraries play a vital role in making art and culture freely accessible to all, and the exhibitions can enhance a routine library visit by providing customers, some of whom may never have visited an art gallery, with an opportunity to freely access a new cultural experience whilst using the Library's core services.

3.2. A raised profile

Exposure in the regional, national and international press has raised the Music Library's profile significantly. Its exhibitions have featured in print media in the UK and abroad, including the *Guardian* and the *Evening Standard*. There has also been coverage on BBC Radio 2 & 3 and Jazz FM, and a member of the Music Library's staff was interviewed on BBC Radio London.

3.3. Customer engagement

The exhibitions attract customers from across the UK, many of whom provide verbal, written and digital feedback: for example *Chunk of Punk* received 289 positive written comments. Use of social media enables instant communication with the public and a tweet about *Scarfe and Music* was retweeted by Pink Floyd's official website to its c.2.5 million followers. Inclusion in City of London publicity brought a Music Hall display to the attention of Blue Badge Tourist Guides who organised tours for groups of senior citizens.

3.4. Income generation

Working in partnership with prominent figures provides opportunities to generate additional revenue through the sale of event tickets, publications, and badges produced in-house. Events have included: performances from folk music stars Eliza Carthy & Martin Simpson, and question and answer sessions with Peggy Seeger, Jah Wobble and Jill Furmanovsky and Mark Perry (founder of punk fanzine, *Sniffin' Glue*). Pete Frame of Rock Family Trees fame did his first and only Q&A session at the Music Library. Demand for tickets often exceeds the Music Library's seating capacity.

3.5. Benefits of external partnership working

Partnerships with external individuals and organisations, provide many benefits including the pooling of resources and the sharing of expertise. They also bring in their own audiences which may not otherwise have discovered the library. Our partnerships benefit Library users and the wider library and cultural sectors, for example photographer, Jill Furmanovsky recommended

the Music Library to Gerald Scarfe which resulted in his exhibition and library staff introduced Jill to the Henry Watson Music Library in Manchester which led to its successful Oasis exhibition.

3.6. Collaborations with other City of London departments

As a result of funding from the Barbican Centre's Artistic Director, a purpose-built display wall and monolith were installed in the Music Library, and an ongoing partnership with the Art Gallery was developed. Its staff carry out the exhibition installations and take-downs, enabling displays of a professional standard. Barbican Centre colleagues have also assisted with marketing. Last autumn the Music Library hosted an exhibition, *Rattle*, a collaboration with the London Symphony Orchestra which was launched by Sir Simon Rattle. Barbican Music Library has also partnered with London Metropolitan Archives whose staff curated an exhibition, *Music Hall in London*.

3.7. Promotion of music organisations

Exhibiting in Europe's largest arts and conference venue helps music organisations to raise their profile. Publicity is provided through several channels including social media and press releases, and written customer feedback can be submitted as evidence of outreach for funding bids, for example, to the Heritage Lottery Fund.

3.8. Access to behind-the-scenes treasures

Some of the exhibitors possess rare and fascinating items not on public view, and the exhibition programme affords an opportunity to put them on display. These range from photographs and artefacts from Abbey Road Studios to a selection of items from the BBC Music Library's unique collection. For the duration of the National Jazz Archive's exhibition, *All That Jazz: The Golden Age of British Popular Music*, on selected evenings, some of its staff were on hand to offer customers a unique opportunity to handle archive material.

3.9. Highlighting Library stock

A listening station adjacent to the display area is used to feature recordings complementing an exhibition, thereby providing an opportunity to highlight sections of library stock. A recent exhibition, *Inside Abbey Road Studios: through the lens of Jill Furmanovsky*, resulted in a donation to the Music Library of the state-of-the-art listening station from the exhibition's sponsors, Audio-technica and Naim.

3.10. Opportunities for staff development

Involvement in the exhibitions programme provides benefits for staff members: opportunities for personal and professional growth, the chance to work alongside leading musical figures and organisations, and the satisfaction of being involved in a project enriching the cultural life of the City of London.

3.11. Priorities Investment Pot Funding

A successful bid for Priorities Investment Pot funding to upgrade the display equipment will enable better access for wheelchair users. The new cabinets will be in use from April 2019.

4. Corporate & Strategic Implications

The exhibition programme supports the following City of London Corporate Plan 2018 – 23 objectives

3. **People have equal opportunities to enrich their lives and reach their full potential**
We will...
 - a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - d. Cultivate excellence in academia, sport and creative and performing arts.
4. **Communities are cohesive and have the facilities they need**
We will...
 - a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - b. Support access to suitable community facilities, workspaces and visitor accommodation.
10. **We inspire enterprise, excellence, creativity and collaboration**
We will...
 - b. Curate a vibrant, attractive and complementary blend of uses of space.
 - c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
 - d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
 - e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

5. Implications

There are no adverse financial, legal, property or HR implications to consider.

6. Conclusion

Over the last seven years the Music Library team has devoted much time and effort to developing a high-profile and successful exhibition programme which brings numerous benefits to the library. Partnership working has resulted in a diverse and vibrant programme which has featured regularly in the media and the feedback that has been received clearly demonstrates its value to existing customers and also its ability to attract new visitors to the Library. The exhibition programme is a Culture Mile asset and plays an important role in bringing the work of Barbican and Community Libraries to the attention of new audiences.

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