



## Culture, Heritage and Libraries Committee

**Date:** MONDAY, 20 JANUARY 2020  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Graham Packham (Chair)	Ann Holmes
Deputy Wendy Hyde (Deputy Chairman)	Alderman Robert Howard
Deputy John Absalom	Alderman Alastair King
Munsur Ali	Vivienne Littlechild
Deputy John Bennett	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
Tracey Graham	Deputy Richard Regan
Caroline Haines	Deputy Dr Giles Shilson
Deputy the Revd Stephen Haines	Jeremy Simons
Graeme Harrower	Mark Wheatley
Deputy Tom Hoffman (Chief Commoner)	Dawn Wright

**Enquiries:** Chloe Rew  
[chloe.rew@cityoflondon.gov.uk](mailto:chloe.rew@cityoflondon.gov.uk)

Lunch will be served in Guildhall Club at 1PM

**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and non-public summary of the previous meeting held on 11 November 2019.  

**For Decision**  
(Pages 1 - 6)
4. **FORWARD PLAN**  
To note the Committee's Forward Plan – *TO FOLLOW*.  

**For Information**
5. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE**  
Report of the Director of Major Projects.  

**For Decision**  
(Pages 7 - 56)
6. **DEPARTMENTAL BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21**  
Joint report of the Director of Open Spaces, Assistant Town Clerk and Director of Major Projects, Director of Community & Children's Services and the Chamberlain.  

**For Decision**  
(Pages 57 - 80)
7. **GATEWAY 6: GUILDHALL ART GALLERY AND HERITAGE GALLERY WORKS**  
Report of the City Surveyor.  

**For Decision**  
(Pages 81 - 82)
8. **2019 CAR FREE DAY UPDATE**  
Report of the Director of the Built Environment.  

**For Information**  
(Pages 83 - 94)

9. **PRESENTATION: OUTDOOR ARTS PROGRAMME 2019/2020**  
Presentation of the Cultural and Visitor Development Director and the Head of Cultural Programming and Partnerships.  

**For Information**
10. **CITY OUTDOOR ARTS PROGRAMME: 2019 PERFORMANCE EVALUATION REPORT**  
Report of the Director of Major Projects.  

**For Information**  
(Pages 95 - 102)
11. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019 - KEATS HOUSE (CHARITY NO. 1053381)**  
Joint Report of the Chamberlain and Director of Open Spaces.  

**For Information**  
(Pages 103 - 138)
12. **TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019 - GUILDHALL LIBRARY CENTENARY FUND (CHARITY NO. 206950)**  
Joint Report of the Chamberlain and Director of Major Projects.  

**For Information**  
(Pages 139 - 160)
13. **BARBICAN AND COMMUNITY LIBRARIES: SERVICES FOR CHILDREN AND FAMILIES**  
Report of the Director of Community and Children's Services.  

**For Information**  
(Pages 161 - 178)
14. **GATEWAY 2: TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT**  
Report of the Director of the Built Environment.  

**For Information**  
(Pages 179 - 192)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

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

**For Decision**

**Part 2 - Non-Public Agenda**

18. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the previous meeting held on 11 November 2019.

**For Decision**  
(Pages 193 - 196)

19. **FUNDAMENTAL REVIEW UPDATE**  
The Assistant Town Clerk & Director of Major Projects to be heard.

**For Information**

20. **GATEWAY 6: GUILDHALL REPLACEMENT OF LIGHTING AND CONTROLS/  
DIMMING SYSTEM IN THE GUILDHALL ART GALLERY**  
Report of the City Surveyor.

**For Decision**  
(Pages 197 - 200)

21. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO.  
1035628) AND MONUMENT PERFORMANCE REPORT APRIL TO SEPTEMBER  
2019**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 201 - 216)

22. **DYNAMIC PRICING FOR THE TOWER BRIDGE (BRIDGE HOUSE ESTATES  
CHARITY REGISTRATION NO. 1035628) AND THE MONUMENT IN 2020/21**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 217 - 220)

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

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



## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 11 November 2019

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 November 2019 at 11.30 am

### Present

#### Members:

Graham Packham (Chair)	Ann Holmes
Deputy Wendy Hyde (Deputy Chair)	Alderman Robert Howard
Deputy John Absalom	Andrew Mayer
Munsur Ali	Jeremy Mayhew
Peter Bennett	Wendy Mead
Deputy David Bradshaw	Barbara Newman
Mary Durcan	John Petrie
Anne Fairweather	Judith Pleasance
Tracey Graham	Deputy Dr Giles Shilson
Caroline Haines	Jeremy Simons
Deputy the Revd Stephen Haines	Mark Wheatley
Deputy Tom Hoffman (Chief Commoner)	Dawn Wright

### In Attendance

#### Officers:

Chloe Rew	- Town Clerk's Department
Peter Lisle	- Assistant Town Clerk/Director of Major Projects
Sufina Ahmad	- Town Clerk's Department
Nick Bodger	- Town Clerk's Department
Andrew Buckingham	- Town Clerk's Department
Jack Joslin	- Town Clerk's Department
Laurie Miller-Zutshi	- Town Clerk's Department
Oliver Nesbitt	- Town Clerk's Department
Geoff Pick	- Town Clerk's Department
Elizabeth Scott	- Town Clerk's Department
Graham Nickless	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Carol Boswarthack	- Community and Children's Services
Colin Buttery	- Director of Open Spaces
Christopher Earlie	- Open Spaces
Rob Shakespeare	- Open Spaces

1. **APOLOGIES**

The Chair announced that Steve Berwick from Artizan Street Library and Community Centre was retiring and thanked him for his contributions to the success of the centre.

Apologies were received from Deputy John Bennett, Thomas Clementi, Graeme Harrower, Alderman Alastair King, Vivienne Littlechild and Sylvia Moys.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the previous meeting be agreed as a correct record.

**Matters Arising:**

Regarding item 11, Barbican Library Community Space, the Director of Community and Children's Services reported that the Community Infrastructure Levy Neighbourhood Fund was being investigated by local residents as a possible source for funding.

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

RESOLVED, that – the draft minutes of the previous meeting of the Keats House Consultative Committee be noted.

5. **DRAFT MINUTES OF THE BENEFICES SUB-COMMITTEE MEETING**

RESOLVED, that – the draft minutes of the previous meeting of the Benefices Sub-Committee be noted.

6. **FORWARD PLAN**

RESOLVED, that – the Committee's forward plan for 2019/20 be noted.

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

Members considered a report of the Director of Major Projects relative to the City Arts Initiative Recommendations to the Culture, Heritage & Libraries Committee. It was noted that the Committee is responsible for agreeing items to be installed in the public realm and other committees oversee the financial implications.

RESOLVED, that – Members of the Culture, Heritage and Libraries Committee ratify the City Arts Initiative's recommendations in relation to proposal 1 as follows, emphasising to the applicant the need to ensure that benches are designed not to attract litter.

- Around the Corner/ North South Route: approve the application subject to final consent from Highways and implementation of the recommendations.

8. **CITY CORPORATION CULTURAL STRATEGY 2018/22: YEAR 1 REPORT**

Members considered a report of the Director of Major Projects relative to the City Corporation Cultural Strategy 2018/22 year one findings for 2018 and 2019.

RESOLVED, that – Members approve the contents of the report (appendix 1) and, subject to Members' comments being incorporated, its publication in Spring 2020.

9. **CITY INFORMATION CENTRE: ANNUAL PERFORMANCE REPORT AND SURVEY FINDINGS 2018/19**

Members received a report of the Assistant Town Clerk & Director of Major Projects relative to the City Information Centre's performance for the 2018/19 financial year.

RESOLVED, that – the report be received and its contents noted.

10. **CENTRAL GRANTS PROGRAMME - INSPIRING LONDON THROUGH CULTURE: RECOMMENDATIONS TO THE CULTURE, HERITAGE AND LIBRARIES COMMITTEE (DEFERRED FROM SEPTEMBER)**

Members received a report of the Assistant Town Clerk & Director of Major Projects relative to the Central Grants Programme *Inspiring London Through Culture* applications.

RESOLVED, that – Members 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.

11. **KEATS HOUSE CONSULTATIVE COMMITTEE COMPOSITION**

Members considered a report of the Town Clerk & Chief Executive relative to the composition of the Keats House Consultative Committee.

RESOLVED, that – Members agree the change in composition of the Keats House Consultative Committee to have the Chairman of Hampstead Heath, Highgate Wood and Queen's Park Committee serve as an ex-officio Member.

12. **MID-YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY, 2019/20**

Members received a report of the Superintendent of Hampstead Heath relative to the Mid-Year Update for the Keats House Charity for 2019/20.

RESOLVED, that – the report be received and its contents noted.

13. **REPORT OF ACTION TAKEN \***

Members received a report of the Town Clerk & Chief Executive relative to a decision taken under urgency since the Committee's last meeting. The Town Clerk, in consultation with the Chair and Deputy Chair, ratified the City Arts

Initiative's recommendation in relation to a proposal to approve the *Push to Play* installation.

RESOLVED, that – the report be received and its contents noted.

14. **FILM: THE PEOPLE'S TOWER IN GUILDHALL YARD**

Members viewed a film of The People's Tower – an event which took place in Guildhall Yard on 21 July 2019.

RESOLVED, that – the film and its contents be received.

15. **FILM: THANK YOU FOR HAVING US**

Members viewed a film of Thank You For Having Us – an event which was part of the Fantastic Feats programme on 7 September 2019.

RESOLVED, that – the film and its contents be received.

16. **PRESENTATION: GUILDHALL ARTIST IN RESIDENCE PROGRAMME**

Members received a presentation of the Head of the Guildhall Art Galleries relative to the Guildhall Artist in Residence programme. The presentation described the new programme which was established by the current Chief Commoner. The theme for the first year is Celebrating City Women. The presentation showcased the current resident Hannah Starkey's work, and advised that the images would be on display in the gallery in early 2020.

RESOLVED, that – the presentation and its contents be received.

17. **TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING ELECTRICAL RESILIENCE - GATEWAY 3**

Members received a Gateway 3 report of the City Surveyor relative to the Tower Bridge HV System Replacement and Increasing Electrical Resilience.

RESOLVED, that – the report be received and its contents noted.

18. **THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-2025**

Members received a report of the Head of Corporate Strategy and Performance relative to the City of London Corporation's Draft Sport and Physical Activity Strategy for 2020-25.

RESOLVED, that – the report be received and its contents noted.

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

There were no questions.

20. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

There was no other business.

21. **EXCLUSION OF THE PUBLIC**

RESOLVED, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of 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
22-30	3

22. **NON PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the previous meeting be agreed as a correct record.

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

RESOLVED, that – the draft non-public minutes of the previous meeting of the Benefices Sub-Committee be received.

24. **NON-PUBLIC APPENDIX TO REPORT OF THE CITY SURVEYOR: TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING ELECTRICAL RESILIENCE**

Members received the non-public appendix to the report of the City Surveyor at Agenda Item 17 relative to the Gateway 3 report relating to Tower Bridge.

25. **FUNDAMENTAL REVIEW PROPOSAL UPDATE**

Members heard the Director of Major Projects and the Director of Open Spaces relative to an update on the Fundamental Review Proposal.

RESOLVED, that – the update be received.

26. **TOWER BRIDGE (BRIDGE HOUSE ESTATES CHARITY REGISTRATION NO. 1035628) AND THE MONUMENT PRICING REVIEW FOR 2020/21**

Members considered a report of the Director of Open Spaces relative to Tower Bridge and Monument Pricing Review for 2020/21.

RESOLVED, that – the recommendations be agreed.

27. **THE MONUMENT VISITOR CENTRE**

Members considered a report of the Director of Open Spaces relative to The Monument Visitor Centre.

RESOLVED, that – the recommendations be agreed.

28. **TOWER BRIDGE: REPLACEMENT HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS (DEFERRED FROM SEPTEMBER) \***

Members considered a report of the City Surveyor relative to replacement of the heating system serving the high-level walkways and towers at Tower Bridge.

RESOLVED, that – the recommendations be agreed.

29. **WAIVER REPORT: OVERHAUL AND REFURBISHMENT OF 2NO. HYDRAULIC MOTORS AT TOWER BRIDGE (DEFERRED FROM SEPTEMBER) \***

Members received a report of the Director of Open Spaces relative to the overhaul and refurbishment of the 2no. hydraulic motors at Tower Bridge.

RESOLVED, that – the report be received and its contents noted.

30. **WAIVER REPORT: TOWER BRIDGE SACRIFICIAL GLASS (DEFERRED FROM SEPTEMBER)**

Members received a report of the Director of Open Spaces relative to the sacrificial layers on the glass floor of the walkways at Tower Bridge to be replaced annually for the next three years.

RESOLVED, that – the report be received and its contents noted.

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

There were no questions.

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

There was no other business.

**The meeting ended at 12.50 pm**

-----  
Chair

**Contact Officer: Chloe Rew**  
**tel. no.: 020 7332 1427**  
**chloe.rew@cityoflondon.gov.uk**

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries – For Decision	20/01/2020
<b>Subject:</b> City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	<b>Public</b>
<b>Report of:</b> Peter Lisley – Director of Major Projects	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Cultural and Visitor Development Director	

## Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 28 November 2019. At this meeting, the CAI considered public art proposals 1 - 4 (below):

- 1. Red Sand Project:** an interactive sand installation by Schrodgers which will mark Anti-Slavery Day 2020.
- 2. David Breuer-Weil:** a monumental sculpture by artist David Breuer-Weil
- 3. Sculpture in the City:** the longlist for Sculpture in the City's 10<sup>th</sup> edition
- 4. Fearless Girl:** a statue commissioned by State Street Global Advisors

## Recommendation(s)

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

- Ratify the City Arts Initiative's recommendations in relation to proposal 1-3 above as follows:
  - **Red Sand Project:** approve the application, subject to final consent from Highways and implementation of the recommendations;
  - **David Breuer Weil:** decline the application due to unsuitability of the artwork at the proposed location;
  - **Sculpture in the City:** approve the longlisted artworks for the project's 10th edition, launching June 2020.
- Note that the City Arts Initiative received an application from State Street Global Advisors to install **Fearless Girl**. However, this application has been deferred by the applicant and will be considered at a later meeting.

## 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 2019, 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 2019/20 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 28 November 2019 to consider the proposals outlined below.
6. Full-colour visual representations of the proposed artworks are circulated electronically with this report and are available in appendix 1 and 2. Full details of all the applications to the CAI are available on request from the Director of Major Projects.

### **Proposals**

#### Red Sand Project - Schrodgers

7. The CAI received a proposal from Schrodgers for an interactive sand installation called the Red Sand Project.
8. Schrodgers seek to activate a public space in the City of London and create a participatory experience by inviting the public to place sand in the cracks of the pavement.
9. The method of placing sand in the cracks will symbolically mark Anti-Slavery Day 2020, with the grains of sand representing those individuals who fall through the cracks of our society.
10. The sand is made from a completely natural and non-toxic material and is coloured red using organic pigments and resins. In terms of environmental impact, their sand manufacturer uses only natural and organic ingredients to manufacture the sand.
11. Versions of the Red Sand Project have taken place in all 50 states of the US and in 70 countries, with more than one million participants.
12. Installation will take place on the afternoon of Friday 16 October 2020 and will be there until the afternoon of Sunday 18 October 2020, which will be Anti-Slavery Day.



13. The siting of the red sand installation is still to be confirmed but it will be confined to a specific location. Schroders wish to work with officers in Highways to ensure that the location is appropriate and logistically feasible.
14. Schroders will provide signage next to the installation which will explain the project and develop public engagement with the campaign. All will be able to participate.
15. Funding of all elements of the project would be covered by Schroders.
16. Your Department of the Built Environment advised that the sand should be tested on a small sample of the ground prior to being fully installed to ensure it doesn't stain or damage.
17. The CAI advised full details of the cleaning measures will need to be outlined by the applicants.
18. Your Department of the Built Environment advised that there needs to be sufficient space for pedestrians with access requirements to navigate around the installation.
19. **The CAI recommends that this application be approved subject to final consent by Highways, as well as the following recommendations:**
  - a. **The applicant adheres to all necessary access requirements;**
  - b. **The applicant ensures that the sand is tested at the location prior to full installation and all proposed cleaning measures will deliver effective clean-up after the event;**
  - c. **The applicant ensures that any proposed location has the consent of Highways and the landowners.**
20. David Breuer-Weil – Monumental Sculpture
21. The CAI received an application from Chloe Nelkin Consulting on behalf of the artist, David Breuer-Weil.
22. The application proposes one of three sculptures be installed in the gardens surrounding St Paul's Cathedral.
23. Sculpture one is titled *Alien* and is approx. 1.4m x 2.4m x 6.0m tall. Its weight is 550 kg.
24. Sculpture two is titled *Flight* and is approx. 2.9 wide x 3.1 m deep x 7.0 m tall. Its weight is 3,800 kg.
25. Sculpture three is titled *Brothers* and is two cast sculpture sections, each approx. 1.4m x 2.4m x 6.0m tall. Its weight is 400kg.
26. As the sculptures are cast in bronze, maintenance would be very minimal as the material is weather-proof and durable.

27. Funding for all elements, including but not limited to insurance, installation, de-installation, PR and contingencies, is already secured by Chloe Nelkin Consulting and the artist.
28. Your Department of Built Environment advised that the installation of the proposed sculptures would not receive planning permission as it would visually impact the adjacent heritage site, St Paul's Cathedral and the surrounding area.
29. Your Open Spaces Department advised that the sculptures may damage underlying irrigation systems due to their size.
30. The location proposed is also used for major annual events such as Lord Mayor's Show. Event and crowd management may be impacted if one of these artworks were to be installed at the proposed location.
31. **The CAI recommends that the application is declined due to inappropriateness in terms of size and weight of the artwork at the proposed location.**

#### Sculpture in the City

32. The CAI received a presentation on the longlisted artworks for *Sculpture in the City's* tenth edition. The longlist comprises 30 works with visual of these provided separately from other applications in this report in Appendix 2.
33. Six of the artworks presented in Appendix 2 are already installed as part of the ninth edition with the aim that they will be extended for the 2020 programme.
34. It should be noted that the final installed exhibition will not include the full longlist. The final works for installation will be selected from this list based on their technical feasibility and in consultation with Highways, Planning and Open Spaces where appropriate, as well as through negotiations with landowners on locations.
35. The project is funded by the City Corporation in partnership with local businesses, largely in the Eastern City Cluster area. The City Corporation's contribution derives from the DBE Local Risk Budget approved by the Planning and Transportation Committee.
36. The CAI agreed that all artworks were appropriate and congratulated Sculpture in the City on another diverse and strong selection of artworks.
37. **The CAI recommends that the longlist be approved in principle subject to necessary permissions and licences from Highways and Planning Teams and final consent from City Gardens (as relevant).**

## **Corporate & Strategic Implications**

38. 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**

39. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 28 November 2019.

## **Appendices**

- Appendix 1: CAI Images, 28 Nov 2019
- Appendix 2: Sculpture in the City images, 28 Nov 2019

## **Background Papers**

Full details of the applications received by the City Arts Initiative are available on request from the Director of Major Projects.

### **Nick Bodger**

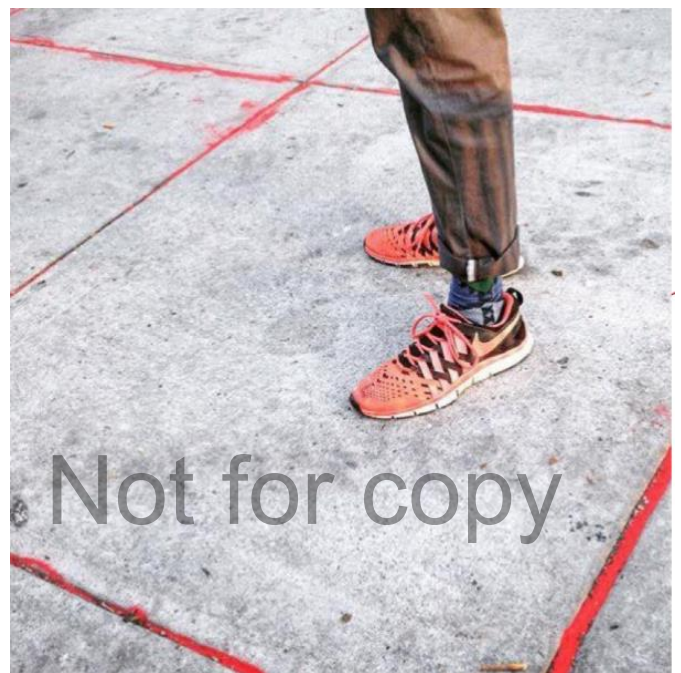
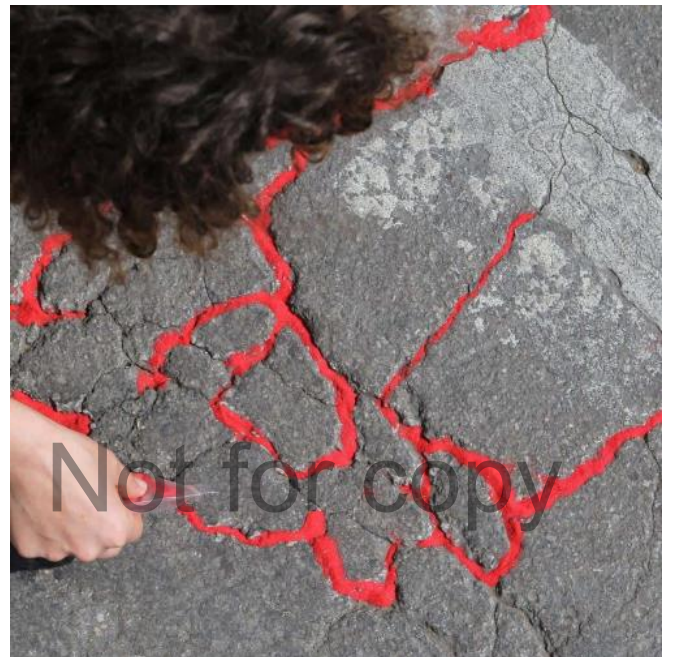
Cultural and Visitor Development Director

T: 020 7332 3263

E: [Nick.Bodger@cityoflondon.gov.uk](mailto:Nick.Bodger@cityoflondon.gov.uk)

This page is intentionally left blank

# The Red Sand Project



# DAVID BREUER-WEIL

Proposal for sculpture installation: supporting material



Not for copy

*Alien*  
conceived in 2012  
bronze  
height: 6 metres







Mockup of *Alien* at St Paul's Cathedral





Not for copy

Page 17

Mockup of Alien at St Paul's Cathedral to approximate scale



Not for copy

*Flight*  
conceived in 2018  
bronze  
height: 7 metres







page 19

Mockup of *Flight* at St Paul's Cathedral





Not for copy

Mockup of *Flight* at St Paul's Cathedral to approximate scale





Page 21

*Brothers*  
conceived in 2015  
bronze resin  
height: 6 metres





Not for copy

Mockup of *Brothers* at St Paul's Cathedral





Mockup of *Brothers* at St Paul's Cathedral to approximate scale



This page is intentionally left blank



# **Sculpture in the City 2020**

**Artworks Presentation –  
9<sup>th</sup> Edition Artworks**

**Extended Exhibition for Year 10**



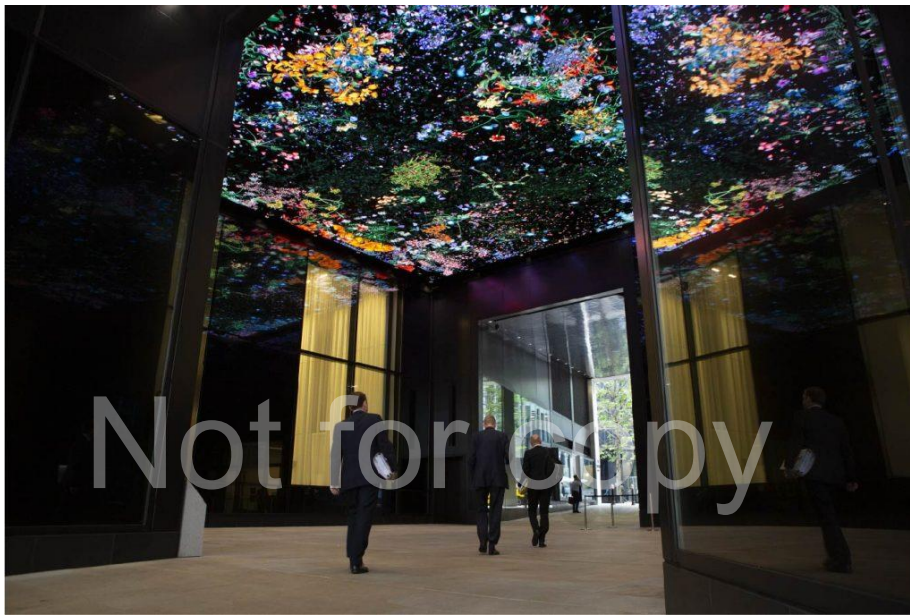
**Do Ho Suh**

<b>Title</b>		Bridging Home, London
<b>Artist</b>		Do Ho Suh
<b>Date</b>		2018
<b>Material</b>		Steel, plywood, softwood, PVC, paint finishes
<b>Dimensions</b>		840 x 860 x 590 cm
<b>Location</b>		Footway bridge over Wormwood Street



Page 27

<b>Title</b>		WITHIN A REALM OF RELATIVE FORM
<b>Artist</b>		Lawrence Weiner
<b>Date</b>		2005
<b>Material</b>		Vinyl
<b>Dimensions</b>		Variable
<b>Location</b>		The Leadenhall Building



Page 28

<b>Title</b>		Botanic
<b>Artist</b>		Jennifer Steinkamp
<b>Date</b>		2019
<b>Material</b>		Video installation
<b>Dimensions</b>		N/A
<b>Location</b>		120 Fenchurch St





Page 29

- |                   |   |
|-------------------|---|
| <b>Title</b>      | Dutch / Light (for Agneta Block)                              |
| <b>Artist</b>     | Jyll Bradley  |
| <b>Date</b>       | 2017  |
| <b>Material</b>   | Edge-Lit Plexiglas, re-purposed timber, steel, mirrored steel |
| <b>Dimensions</b> | High: 5m<br>Width: 8m<br>Depth: 3.5m                          |
| <b>Location</b>   | Aldgate Square  |

Jyll Bradley



- Title** | The Garden of Floating Words
- Artist** | Elisa Artesero
- Date** | 2017
- Material** | Neon, Perspex, Stone
- Dimensions** | 6 stands, each 50 x 50cm at base, High: 185 cm  
Width: 25cm
- Location** | 70 St Mary Axe



**Jonathan Trayte**

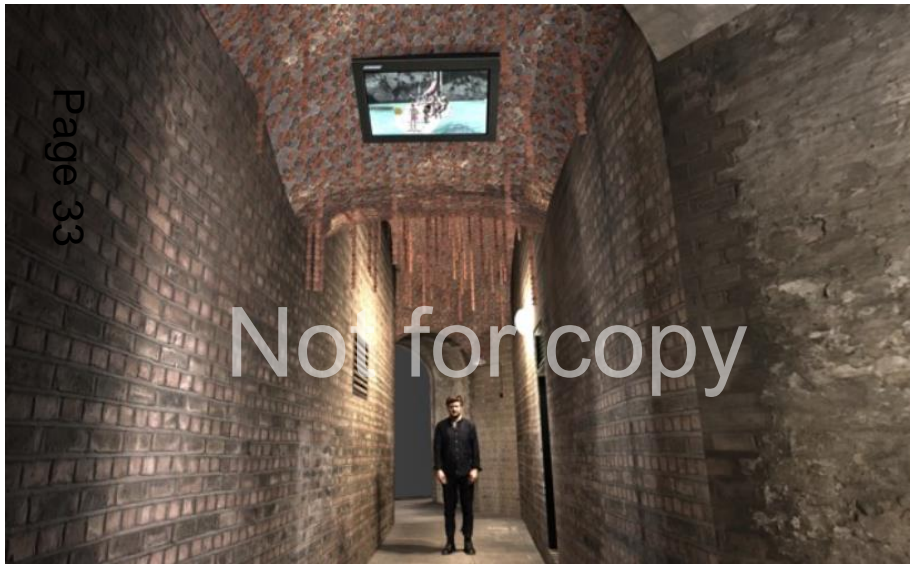
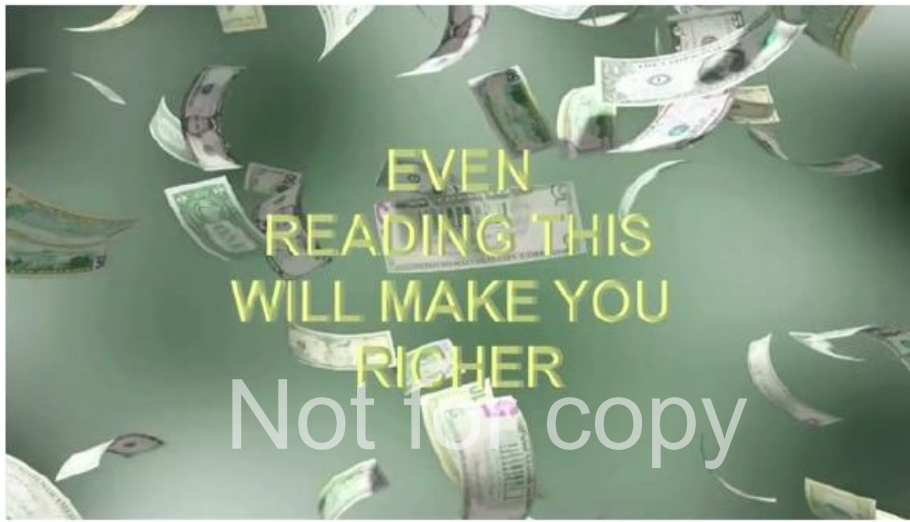
- Title** | The Spectacle
- Artist** | Jonathan Trayte
- Date** | 2019
- Material** | Marble, granite, bronze, powder-coated steel, stainless steel, cast iron, concrete, brass, woven nylon, beech, reinforced plastics, crushed glass, road marking paint, light fittings
- Dimensions** | Variable
- Location** | 100 Bishopsgate

# **Sculpture in the City 2020**

**Artworks Presentation –  
10<sup>th</sup> Edition Shortlist**

**November 2019**





**Title** | How To Make Money Religiously

**Artist** | Laure Prouvost

**Date** | 2014

**Material** | HD video, 8 min 44 sec (single screening version)

<https://vimeo.com/113105913>

Password: lp100lp100

**Dimensions** | Variable

**Weight** | N/A

\* We will be requesting a different work due to budget



**Title** | Forwards Not Backwards

**Artist** | Sam Durant

**Date** | 2017

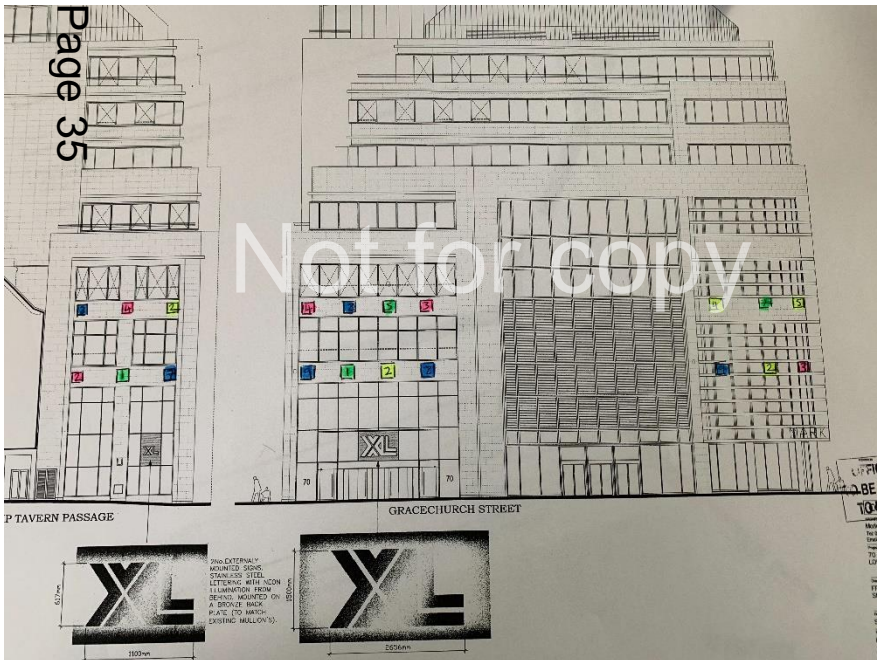
**Material** | Light box

**Dimensions** | 228 x 210 x 15 cm

**Weight** | 30kg

**Location** | London

\* Suggestion to use the same site as current Nathan Colley piece - Cunnard Place



- Title** | Count Down Dialogue
- Artist** | Tatsuo Miyajima
- Date** | 2018
- Material** | 27 Neon numbers in red, green and blue
- Dimensions** | Variable
- Weight** | 5 - 8 kg
- Location** | Shanghai. Is due to come to London early 2019





<b>Title</b>	Cosmos
<b>Artist</b>	Eva Rothschild
<b>Date</b>	2018
<b>Material</b>	Spray painted aluminium
<b>Dimensions</b>	350 x 370 x 340 cm
<b>Weight</b>	Each frame 200kg (600kg total)
<b>Location</b>	Leeds, UK



Page 37

Not for copy

Not for copy

**Mike Ballard**

- Title** | Rough Neck Business
- Artist** | Mike Ballard
- Date** | 2019
- Material** | Found plywood hoardings, screws, metal supports, ballast
- Dimensions** | 331 x 243 x 290cm
- Weight** | 232kg
- Location** | London



SCULPTUREINTHECITY



Page 38

<b>Title</b>	Later Than You Think
<b>Artist</b>	Alex Hartley
<b>Date</b>	2019
<b>Material</b>	Mixed media: Stone, Timber, Concrete, Glass, Corrugated Iron, Weeds, Galvanised folding garage doors etc.
<b>Dimensions</b>	3.75 x 2.2 x 3m
<b>Weight</b>	1200kg without counterweight (3000kg with counterweight)
<b>Location</b>	Worcestershire, UK





<b>Title</b>	Orphans
<b>Artist</b>	Bram Ellens
<b>Date</b>	2018
<b>Material</b>	Discarded paintings, transparent PU coating
<b>Dimensions</b>	Varying from 100 x 80 x 80 to 280 x 160 x 160cm
<b>Weight</b>	15-60kg
<b>Location</b>	Netherlands

\* Artist is recommending to display 3-5 Orphans in a single setup



<b>Title</b>		Reactivity
<b>Artist</b>		Regitze Engelsborg Karlsen
<b>Date</b>		2008
<b>Material</b>		Limestone, gravel, canvas, wood, iron wire, concrete, glue, "water glass"
<b>Dimensions</b>		195 x 70 x 70cm
<b>Weight</b>		Each sculpture is 100kg
<b>Location</b>		Denmark

\* The artist is proposing 6 sculptures





<b>Title</b>	Mosstrooper
<b>Artist</b>	Simon Periton
<b>Date</b>	2018
<b>Material</b>	Mild steel, zinc coating, paint, lacquer
<b>Dimensions</b>	269.7 x 189.9 x 2 cm (Does not include plinth as shown in images)
<b>Weight</b>	380 kg
<b>Location</b>	London

**Simon Periton** – *Sadie Coles HQ, London*



SCULPTUREINTHECITY



**Title** | Outdoor Miner

**Artist** | Simon Periton

**Date** | 2018

**Material** | Mild steel, zinc coating, paint, lacquer

**Dimensions** | 295.1 x 120.2 x 2 cm

**Weight** | 70kg

**Location** | London



**Simon Periton** – *Sadie Coles HQ, London*





<b>Title</b>	RedHead Sunset Stack
<b>Artist</b>	Almuth Tebbenhoff
<b>Date</b>	2019
<b>Material</b>	Steel, rust-proofing, bolts, paint
<b>Dimensions</b>	500 x 110 x 100cm
<b>Weight</b>	400kg
<b>Location</b>	East Sussex, UK



<b>Title</b>	Bloom Paradise
<b>Artist</b>	Jun T. Lai
<b>Date</b>	2019
<b>Material</b>	Spray print on FRP and Stainless steel
<b>Dimensions</b>	Large Flower: 350x350x260(H)cm, Medium Flower: 210x180x170(H)cm, Small Flower: 110x110x120(H)cm
<b>Weight</b>	Large flower: 800kg, Medium flower: 500kg, Small flower: 200kg
<b>Location</b>	Taiwan





Page 45

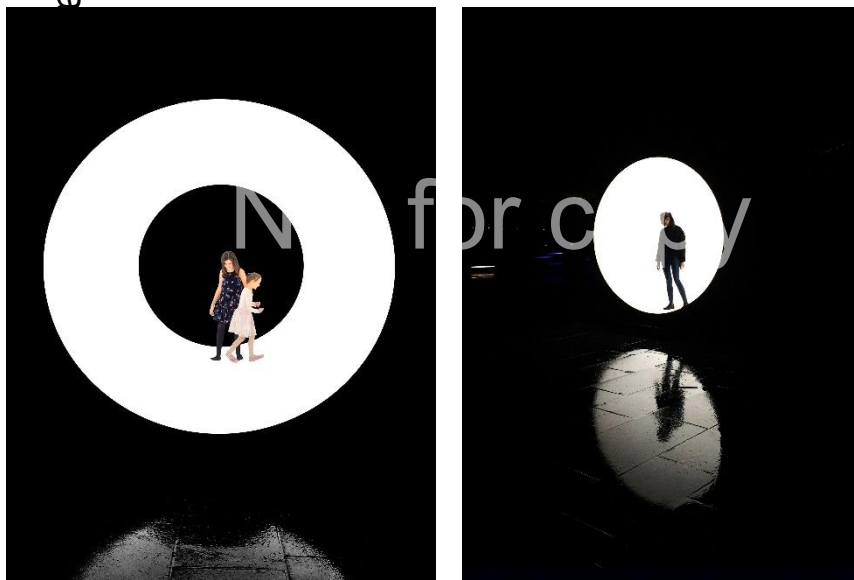
<b>Title</b>	Vital Mortality
<b>Artist</b>	Nicola Turner
<b>Date</b>	2019
<b>Material</b>	Mixed media including wood, horsehair, wax, net & coir
<b>Dimensions</b>	135 x 135 x 460 cm
<b>Weight</b>	130kg
<b>Location</b>	Bath, UK

**Nicola Turner**



**SCULPTUREINTHECITY**





<b>Title</b>	Terminal
<b>Artist</b>	Karolina Halatek
<b>Date</b>	2016
<b>Material</b>	PE, LED, aluminium, wood
<b>Dimensions</b>	Diameter 600 x 300cm
<b>Weight</b>	2500kg
<b>Location</b>	Germany



<b>Title</b>		Harlequin Four
<b>Artist</b>		Mark Handforth
<b>Date</b>		2019
<b>Material</b>		Painted aluminium, waterproof fluorescent lights
<b>Dimensions</b>		426 x 70 x 260 cm
<b>Weight</b>		500-600kg
<b>Location</b>		Leeds, UK



<b>Title</b>	Keeping Time
<b>Artist</b>	Isabella Martin
<b>Date</b>	2019
<b>Material</b>	Scaffolding fabric, eyelets
<b>Dimensions</b>	50 x 900 x 1cm, 50 x 850 x 1cm (2 parts)
<b>Weight</b>	3kg
<b>Location</b>	Denmark

\* Requires a structure or building to attach to



<b>Title</b>	In Loving Memory
<b>Artist</b>	Oliver Bragg
<b>Date</b>	2019
<b>Material</b>	5-20 brass bench plaques
<b>Dimensions</b>	Each plaque 10.10cm x 5.05cm
<b>Weight</b>	N/A
<b>Location</b>	London

\*Plaque messages among others:

In loving memory of a loving memory

In loving memory of that guy who sat here, fed the pigeons, always smiling, liked a good chin wag

In loving memory of that guy who sat here and longed for a reality that didn't so closely resemble hell

In loving memory of a world free from the circumscription of fear and greed

In loving memory of that white van man, I believe his name was Stan, always had a plan, he drove around flakes of bran

In loving memory of the slowly diminishing verdant vista

**Oliver Bragg**



SCULPTUREINTHECITY





Page 50

<b>Title</b>	Re-make Re-model: Terra
<b>Artist</b>	William Cobbing
<b>Date</b>	2019
<b>Material</b>	Bronze, Jesmonite, clay powder, glass fibre, paint, steel, wood
<b>Dimensions</b>	211 x 89 x 92cm
<b>Weight</b>	95kg
<b>Location</b>	London



**Title** | The Three Mothers

**Artist** | Neil McNally

**Date** | 2019

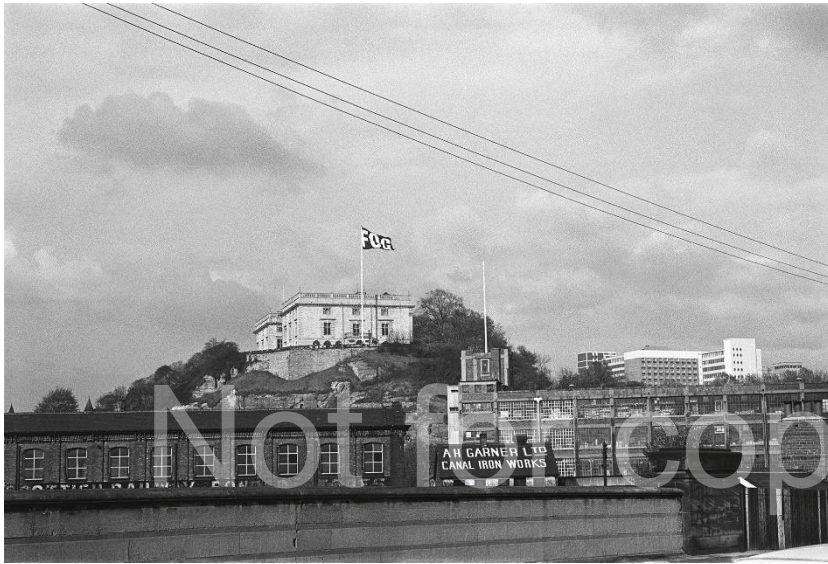
**Material** | metal, wood, resin,  
plastic, paint, stone

**Dimensions** | 260 x 160 x 100 cm

**Weight** | 30kg

**Location** | Wales





<b>Title</b>	Fog
<b>Artist</b>	Rose Finn-Kelcey
<b>Date</b>	1971
<b>Material</b>	Black and white bunting
<b>Dimensions</b>	Flag size 1097 x 640 cm (requires very large flagpole on building)
<b>Weight</b>	TBD
<b>Location</b>	UK

\* The estate will remake this work if chosen



1



2



3



4



6



25

References



Flag installation at Brixton Market, London



Mel Ziegler, *A Living Thing* (2017), San Francisco Art Institute.

Not for copy

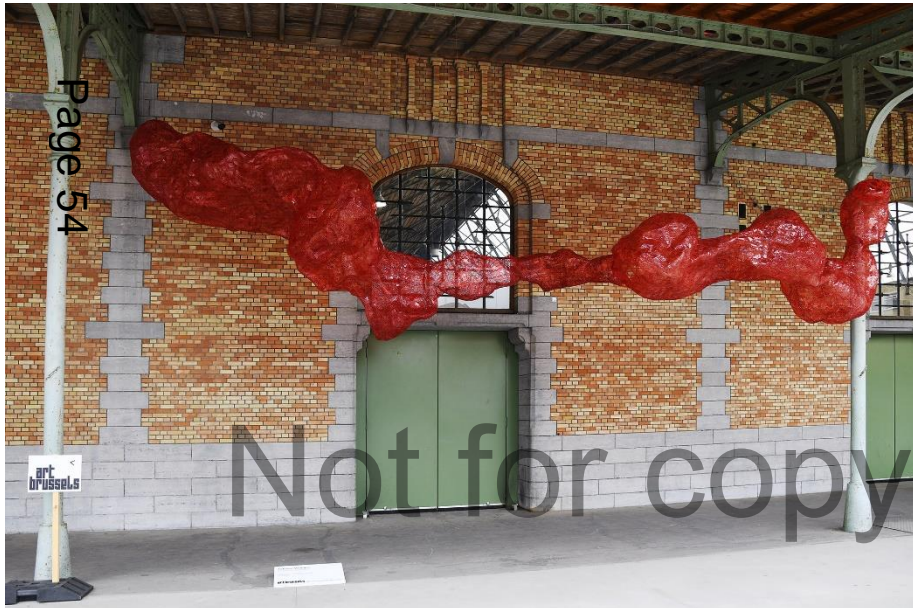
Not for copy

Page 53

<b>Title</b>		symbols
<b>Artist</b>		Guillaume Vandame
<b>Date</b>		2019
<b>Material</b>		25 readymade flags representing the LGBTQ+ community
<b>Dimensions</b>		Each flag is 91.44 x 152cm
<b>Weight</b>		Each flag is 7oz, total 4.91kg
<b>Location</b>		London

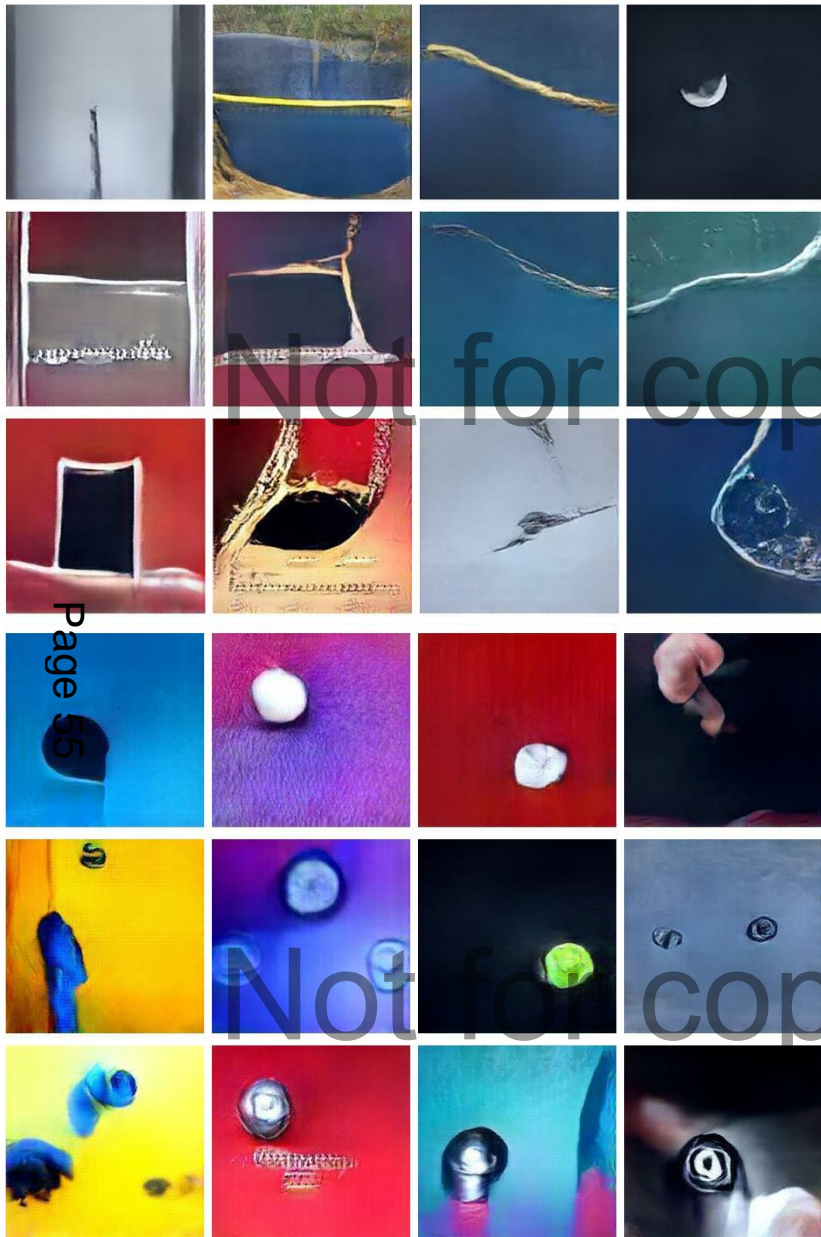
\*Utilise hanging structure already in place at Heneage Lane?





<b>Title</b>		Untitled
<b>Artist</b>		Tatiana Wolska
<b>Date</b>		2015
<b>Material</b>		Plastic from used bottles, thermo-welded
<b>Dimensions</b>		360 x 190 x 120cm
<b>Weight</b>		80kg
<b>Location</b>		Belgium

\*The work can be suspended on wires from a ceiling, hung between two poles, or positioned on soft ground fastened with few bolts.



**Title** | Latent Space

**Artist** | Jake Elwes

**Date** | 2017

**Material** | Video installation  
 Vimeo Link:  
<https://vimeo.com/219526743>

**Dimensions** | N/A

**Weight** | N/A

**Location** | London





**Title** | 'L'arbre du Pluie' (the Rain Tree)

**Artist** | Antoine Bertin and Clément Bertin

**Date** | 2018

**Material** | Copper, electrics, water

**Dimensions** | TBD - The installation as a whole can vary in size according to its host plant. The sculpture itself is six metres tall.

**Weight** | Dependent on location

**Location** | France

\* This is a proposal for a voice-activated water installation on an existing tree

# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	20/01/2020
<b>Subject:</b> Departmental Budget Estimates and high-level summary Business Plan 2020/21 - [Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services]	<b>Public</b>
<b>Report of:</b> The Chamberlain Assistant Town Clerk and Director of Major Projects Director of Open Spaces Director of Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Graham Nickless – Chamberlain's Department Sarah Blogg – Town Clerk's Gerry Kiefer – Open Spaces Department Ellie Ward – Community and Children's Services	

## Summary

This report presents for approval the budget estimates and final high-level summary Business Plans for the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Departments for 2020/21.

## Recommendation

Members are asked to:

- i) review and approve the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Department's proposed revenue budget for 2020/21 for submission to Finance Committee,
- ii) review and approve the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Department's proposed capital and supplementary revenue projects budgets for 2020/21 for submission to Finance Committee,
- iii) authorise the Chamberlain, in consultation with the Assistant Town Clerk and Director of Major Projects, Director of Open Spaces and the Director of Community and Children's Services to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- iv) agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain,
- v) note the factors taken into consideration in compiling the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Department's Business Plan, including efficiency measures, and
- vi) approve, subject to the incorporation of any changes sought by this Committee, the final high-level summary Business Plans for 2020/21.



## **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 for the 2018/19 year. 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 2020/21, the high-level summary Business Plan has been further evolved to make use of the information now available and give a better overview of how the department's work contributes to the Corporate Plan. It provides an overview of departmental activity and resources, mainly but not limited to the forthcoming 12 months, including capital and revenue projects. As a high-level summary, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.
3. For the first time in 2020/21, high-level summary Business Plans are being brought forward alongside budget estimates, pending full integration of the processes for 2021/22, to inform medium-term financial planning and the development of spending priorities. This report therefore presents the budget estimates and draft final high-level summary Business Plan together as appendices.

### **Departmental budget estimates for 2020/21**

4. This report presents, at Appendix 1, the budget estimates for 2020/21 for the Town Clerk's - Cultural Services, Open Spaces and Community and Children's Services Department.

### **Proposed Revenue budget for 2020/21**

5. Analysis of the movement in staff related costs are shown in Appendix 6. Funding for apprentices, a provision of 2% for potential pay awards (including 2% for London Weighting), incremental progression, a new salaried post to explore commercial opportunities (an agreed development under the Fundamental Review) and an allowance for maternity cover in the Cultural and Visitor Development Team, has led to an increase to the local risk Employees budget.
6. The increase to local risk Premises budgets are mainly due to additional budgets being set aside at Tower Bridge for planned minor improvement projects and maintenance work for the benefit of the Bridge as a visitor attraction, venue for hire and centre for education. This will be funded through an increase in income targets to include the agreed price increases from April 2020.
7. The increase of £626,000 from the 2019/20 original budget to the 2020/21 original budget in the City Surveyor (see Appendix 7 below) is mainly within the Cyclical Works Programme. The Cyclical Works Programme is subject to a bid of resources each year with funding not ring-fenced to individual clients, amounts vary

considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2019/20 original budget to 2020/21 original budgets will reflect the change in bids each year and the number of projects which are being delivered over the three years of the programme.

8. The increase to the 2020/21 Original Budget for the Cyclical Works Programme is largely due to re-alignment of the programme to reflect the planned expenditure by project managers and to suit the needs of the occupier in the current live programmes. Please see the detailed breakdown in Appendix 7.
9. The increase to local risk Supplies and Services budgets are mainly due to increased retail stock expenditure budgets in the Tower Bridge Gift Shop. This is owing to the excellent performance of the shop, which has seen a commensurate uplift in their income targets for 2020/21.
10. The Museum of London REFCUS charge reflects the estimated capital grant payable to the Museum of London to cover the 2020/21 costs of relocating to the Smithfield Market site. A significant level of grant, estimated at £32.7m, is now anticipated in 2020/21 as this major project gathers pace. The total estimated grant payable over the life of the Museum relocation project is currently capped at £337.25m from sums to be set aside centrally (of which £140m is to be funded equally by the Museum and GLA over the medium to longer term). It should be noted that capital expenditure does not usually feature in revenue budgets; the difference in this instance is that this is a capital grant to the Museum to fund their costs, meaning that there will be no increase in the value of City of London assets resulting from this expenditure.
11. The City Outdoor Arts Programme budget shows a greater spend figure to balance anticipated income, following the success of the 2019/20 programme which raised a good level of cash sponsorship. Events in the programme will remain free and so income does not reflect admission charges.
12. The decrease in Other grants and Reimbursements is due to a reduction in externally funded salary costs at the London Metropolitan Archives (LMA). This is because some projects are reaching completion. It is anticipated that other projects will successfully receive external funding during 2020/21.
13. Keats House is deficit funded via a drawdown from City's Cash Finance. From March 2020 onwards, the process by which the drawdown occurs will be changing to bring this in line with the other Open Spaces charities. The transfer from City's Cash will still occur at the end of the financial year, but there will no longer be a budget for this in the Keats House accounts, enabling the true cost of Keats House to be shown.
14. Appendix 3 provides a full analysis of Support Services and Capital costs. The increase of £334,000 in the budget for Support Services and Capital Charges (City Fund) is mainly due to increases to the Admin charges for the Guildhall Complex,



of which the Guildhall Art Gallery and the Guildhall and City Business Libraries are recharged a proportion of this.

15. The rise in the share of Open Spaces Directorate costs of £50,000 relates to the various budget uplifts yet to be allocated in 2020/21.
16. Recharges across funds comprise two items, an incoming recharge of £456,000 to the LMA, which is partly offset by a charge to Tower Bridge from the Open Spaces Directorate (OSD). The incoming recharge to LMA remains unchanged, whilst the recharge from OSD has risen by £51,000 in 2020/21.
17. The 2% efficiencies for the 2020/21 budgets total £171,000. Of this £116,000 falls under the responsibility of the Assistant Town Clerk and Director of Major Projects and has been met by increased income through exhibition space rentals and net retail income at Guildhall Galleries and the City Information Centre and through a combination of increased income for services, such as storage and room bookings, and reduced expenditure on very specialist services, such as annual database subscriptions and serial publications at the London Metropolitan Archives, Guildhall Library and City Business Library. The Director of Community and Children's Services efficiencies totalled £46,000 and was met by the dissolution of the Information Services Section and the associated automation of services previously carried out by staff. The Director of Open Spaces efficiencies totalled £9,000 and was met by a reduction in marketing and education expenditure and provision for the Monument and a reduction in print marketing at Keats House).

#### **Draft Capital and Supplementary Revenue Project budgets for 2020/21**

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

Service	Project	Exp. Pre 01/04/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Later Years £'000	Total £'000
<b>CITY FUND</b>							
<u>Pre-implementation</u>							
London Metropolitan Archives	Future accommodation planning	13		30			43
Guildhall Art Gallery	Cloakroom & WCs refurbishment		16				16
Lending Libraries	Library Self Service Kiosks	6	15				21
<b>TOTAL CITY FUND</b>		<b>19</b>	<b>31</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>80</b>
<b>CITY'S CASH</b>							
<u>Pre-implementation</u>							
The Monument	Visitor Centre	39	40				79
<u>Authority to start work granted</u>							
Mayoralty & Shrievalty	Lord Mayor's Coach refurbishment	698	51				749
The Monument	Deferred works	8	27	33			68
<b>TOTAL CITY'S CASH</b>		<b>745</b>	<b>118</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>896</b>
<b>BRIDGE HOUSE ESTATES</b>							
<u>Pre-implementation</u>							
Tower Bridge Tourism	Walkway roof replacement	31				9	40
<u>Authority to start work granted</u>							
Tower Bridge Tourism	Education & Community Engagement Centre	255	38				293
<b>TOTAL BRIDGE HOUSE ESTATES</b>		<b>286</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>333</b>
<b>TOTAL</b>		<b>1,050</b>	<b>187</b>	<b>63</b>	<b>0</b>	<b>9</b>	<b>1,309</b>

19. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
20. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work, such as the Tower Bridge walkway roof and the Guildhall Art Gallery cloakroom projects.
21. Progression of the New Monument Visitor Centre is subject to the outcome of the annual capital funding bid process.
22. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2020.

### **Draft final high-level summary Business Plan for 2020/21**

23. This report presents, at Appendices 8-10 the draft final high-level summary Business Plan for 2020/21 for the Town Clerk's - Cultural Services and Open Spaces Departments.

### **Final draft high-level summary Town Clerk's Department Business Plan for 2020/21**

24. All priorities significantly contribute to the realisation of our Cultural and Visitor Strategies and, in turn, the Corporate Plan, delivering economic growth, employment, social inclusion, learning and well-being while supporting the City Corporation's reputation as a provider of valued services for London.
25. We continue to develop the direction of travel for all services in line with the Corporate Plan. We look to continue to broaden access to the collections and services of London Metropolitan Archives (LMA) Guildhall Library (GHL) and City Business Library (CBL), particularly through partnerships with external organisations and stakeholders, including the London boroughs; and digitally. We also aim to develop London Metropolitan Archives' services for the City Corporation, including records management and the Islington Partnership.
26. Through income generation and partner working, we are reducing our reliance (in some small part) on City Corporation funding. We are also focussing on reducing our carbon footprint across our marketing and events functions working with industry experts to establish new ways of working that lessen the impact of our activities on the planet.
27. We will seek to maximise the commercial value of our cultural assets through the appointment of a Commercial Manager, so reducing our reliance on City Corporation funding.
28. As part of the Fundamental Review we will be closing the separate entrance at Guildhall to the City Business Library and the Guildhall Library. The closure will



provide a more streamlined system for receiving visitors to the Guildhall complex and improve security.

29. No significant implications have been identified within current priorities or agreed efficiencies, noting that a significant body of work is being undertaken to ensure a better balance in terms of gender representation across our collections and programming. The change to access arrangements for the two Libraries will improve security and reduce the overall cost to the City. There are no equality duty or resourcing implications.

### **Final draft high-level summary Community and Children's Services Department Business Plan for 2020/21**

30. The Headline Business Plan for the Department of Community and Children's Services (DCCS) will be considered at its Committee in February 2020. There are a number of workstreams included in the DCCS Business Plan for libraries and these include:

1. Delivering a new programme, funded externally, to tackle loneliness and make friends by creating opportunities in Barbican Library for accidental encounters with other people in the community.
2. Providing library users with free access to art and culture via library stock, regular events and two exhibition programmes at Barbican library.
3. Continuing to provide a varied programme of events and activities through our libraries to support the health and wellbeing of people (including continuation of Dragon Café in the City) and a wide range of items and health and wellbeing themed collections for loan and/or download.
4. Continuing to support digital inclusion through our libraries by providing computers for public use, free of charge, and access to the internet and providing support and training for people with low/no digital skills.
5. Supporting formal and informal lifelong learning through our libraries.
6. Offering cradle to grave opportunities to learn new things and skills through our libraries.

### **Final draft high-level summary Open Spaces Department Business Plan for 2020/21**

31. This report presents, at Appendix 9, the final draft high-level summary Business Plan for 2020/21 for the Open Spaces Department. Appendix 10 shows the detail behind the activity statements contained within the high-level plan.

32. This year's Business Plan continues to be based on delivering the vision for the Department: *We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.* The Department's activities will deliver the three Departmental objectives and twelve outcomes.

33. The vision, objectives and outcomes were agreed by the Open Spaces and City Gardens Committee on 16 April 2019. They were developed during 2017 and 2018 by a cross divisional Board of officers who consulted widely with colleagues across

all divisions. The activities that will achieve these outcomes (shown in appendix 9 and in detail in appendix 10) were developed in consultation with the Departments Senior Leadership team, business managers and divisional management teams and collates information outlined in divisional annual work programmes and management plans.

34. In 2018 the Department reviewed its activity against the Corporate Plan's twelve outcomes. It identified that the Department was delivering against ten of the twelve Corporate Plan outcomes. The largest area of delivery was within the Corporate Plan Aim 'Shape outstanding environments'. A pie chart showing our activity against the twelve outcomes is shown in the high level business plan – Appendix 9.

35. Our performance within London in Bloom provides a regional benchmark whilst our Institute of Tourist Guiding score at Tower Bridge and Visitor Attraction Quality Assessment Scheme score at Keats House and Tower Bridge provide national benchmarks.

36. Some of the main activities for Keats House, Tower Bridge and Monument over 2020/21 include:

Keats House:

- Delivering access and building maintenance projects at Keats House.
- Implementing Keats House Activities Plan for 2020/21, including delivering the Keats200 bicentenary programme.
- Producing and implementing the Keats House Management Plan, 2020 – 2023.

Tower Bridge and the Monument:

- Implement the second phase of the Walkways content and interpretation development plan
- Develop and retender Tower Bridge's innovative events management arrangements
- Explore the potential for a secure exit facility at the Bridge's South Tower

37. The Business Plan's key activities are those which will have the greatest impact to residents, workers and visitors within the Square Mile e.g. progressing Finsbury Circus reinstatement and providing a Visitor Centre at The Monument (both subject to RASC capital funding approval).

38. Across the Department we have identified 2% ongoing efficiency savings. For example, City Gardens will review the impact of the use technology to improve efficiency and provide intelligent management information and share their learning. We will introduce more 'on line' forms and on-line payment methods, continue to tender contracts and leases. At Hampstead Heath we will be implementing a new waste strategy which will encourage recycling and reduce waste disposal costs.

39. We will be assessing, developing and implementing several new income generating initiatives such as new licencing opportunities e.g. commercial

dogwalkers and fitness instructors; charging for car parking on new sites and addressing payment non-compliance. Both existing and new income generating opportunities will be more efficient and customer friendly but will necessitate the provision of reliable, appropriate, cost effective, cash free payment systems.

40. The Department is a committed partner in the Climate Action Technical Group. In conjunction with Department for Built Environment and Town Clerk's Innovation and Growth division. We will be working to evaluate the current level of carbon sequestration in our Open Spaces. We will also look to identify new land management opportunities which could increase future carbon sequestration potential.

### **Corporate & Strategic Implications**

41. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims, as shown by the pie chart within the draft final high-level business plan.

#### **Contribute to a flourishing society**

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.

#### **Support a thriving economy**

5. Businesses are trusted and socially and environmentally responsible.
6. We have access to the skills and talent we need.

#### **Shape outstanding environments**

7. We are digitally and physically well-connected and responsive.
8. We inspire enterprise, excellence, creativity and collaboration.
9. We have clean air, land and water and a thriving and sustainable natural environment.
10. Our spaces are secure, resilient and well-maintained.

### **Security Implications**

42. All events under the Outdoor Arts Programme will require robust Risk Assessment and Method Statements (RAMS) which will be developed in consultation with internal and external security services including the City Police.

#### **Public sector equality duty**

43. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.



## Conclusion

44. This report presents the budget estimates and final high-level summary Business Plans for 2020/21 for Members to consider and approve those plans relevant to the work of the Committee.

## Appendices

- Appendix 1 – Committee Summary Budget – by risk, Fund and Chief Officer
- Appendix 2 – Analysis by Service Managed
- Appendix 3 – Recharges from/to Culture, Heritage & Libraries
- Appendix 4 – Capital and Supplementary Revenue Project budgets
- Appendix 5 – Original Local Risk 2019/20 budget to Latest Approved 2019/20 Local Risk Budget and Original Local Risk 2019/20 budget to Original Local Risk 2020/21 budget
- Appendix 6 – Staffing Statement
- Appendix 7 – Cyclical Works Programme and City Surveyors Local Risk
- Appendix 8 – Final high-level summary Business Plan 2020/21 Town Clerk's Department
- Appendix 9 – Final high-level summary Business Plan 2020/21 Open Spaces Department
- Appendix 10 - Detail behind the activity statements contained within the high-level plan Open Spaces Department

### Graham Nickless

Senior Accountant – Chamberlain's

T: 020 7332 3277

E: [graham.nickless@cityoflondon.gov.uk](mailto:graham.nickless@cityoflondon.gov.uk)

### Sarah Blogg

Head of Business Support – Town Clerk's

T: 020 7332 1982

E: [sarah.blogg@cityoflondon.gov.uk](mailto:sarah.blogg@cityoflondon.gov.uk)

### Gerry Kiefer

Department Business Manager – Open Spaces Department

T: 020 7332 3517

E: [gerry.kiefer@cityoflondon.gov.uk](mailto:gerry.kiefer@cityoflondon.gov.uk)

### Ellie Ward

Integration Programme Manager – Community and Children's Services

T: 020 7332 1535

E: [ellie.ward@cityoflondon.gov.uk](mailto:ellie.ward@cityoflondon.gov.uk)

CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY- ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual	Original Budget	Latest Approved Budget	Original Budget	Movement 2019/20 Original To Original Budget	Para. Ref.
		2018/19 £'000	2019/20 £'000	2019/20 £'000	2020/21 £'000	2020/21 £'000	
<b>EXPENDITURE</b>							
Employees	L	(10,473)	(10,858)	(10,874)	(10,900)	(42)	5
Employees (Redundancies & PIP funding)	C	(111)	(27)	(30)	-	27	
Premises Related Expenses	L	(1,824)	(1,183)	(1,314)	(1,401)	(218)	6
Premises Related Expenses *	C	(1,587)	(1,138)	(1,137)	(1,143)	(5)	
Cyclical Works Programme	L	(194)	(242)	(899)	(868)	(626)	7
City Surveyor – Repairs & Maintenance	L	(423)	(381)	(499)	(609)	(228)	8
Transport Related Expenses	L	(84)	(77)	(79)	(77)	-	
Supplies & Services	L	(3,612)	(2,847)	(3,285)	(3,062)	(215)	9
Supplies & Services (PIP)	C	(62)	-	-	-	-	
Grants to Musuem of London	C	(5,292)	(5,292)	(5,292)	(5,292)	-	
Museum of London REFCUS	C	(9,682)	(29,800)	(15,677)	(32,708)	(2,908)	10
City Outdoor Arts Programme	C	(396)	(378)	(515)	(419)	(41)	11
Capital Charges – City's Cash & BHE	C	(138)	(165)	(164)	(163)	2	
Transfer to Reserves	L	(324)	-	-	-	-	
Transfer to Reserves	C	(73)	-	-	-	-	
<b>Total Expenditure</b>		<b>(34,275)</b>	<b>(52,388)</b>	<b>(39,765)</b>	<b>(56,642)</b>	<b>(4,254)</b>	
<b>INCOME</b>							
Government Grants	C	5	-	-	-	-	
Other Grants, Reimbursements & Contributions	L	828	545	561	422	(123)	12
Keats House drawdown	C	430	300	-	-	(300)	13
Customer, Client Receipts	L	8,984	7,859	8,230	8,353	494	6,9
LMA Rental, City of London & Outdoor Arts income	C	105	94	233	131	37	11
Transfer from Reserves	L	51	-	-	-	-	
<b>Total Income</b>		<b>10,403</b>	<b>8,798</b>	<b>9,024</b>	<b>8,906</b>	<b>108</b>	
<b>TOTAL (EXPENDITURE)/ INCOME BEFORE RECHARGES</b>		<b>(23,872)</b>	<b>(43,590)</b>	<b>(30,741)</b>	<b>(47,736)</b>	<b>(4,146)</b>	
<b>RECHARGES</b>							
Central Support Services and Capital Charges – City Fund		(6,921)	(6,525)	(6,865)	(6,859)	(334)	14
Recharges within Fund		(56)	(25)	(66)	(75)	(50)	15

Recharges Across Funds	364	309	264	258	(51)	16
<b>Total Recharges</b>	<b>(6,613)</b>	<b>(6,241)</b>	<b>(6,667)</b>	<b>(6,676)</b>	<b>(435)</b>	
<b>TOTAL NET EXPENDITURE</b>	<b>(30,485)</b>	<b>(49,831)</b>	<b>(37,408)</b>	<b>(54,412)</b>	<b>(4,581)</b>	

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



Analysis by Service Managed	Fund	Actual	Original Budget	Latest Approved Budget	Original Budget	Movement 2018-19 Orig To Orig Budget	Para Ref.
		2018/19 £'000	2019/20 £'000	2019/20 £'000	2020/21 £'000	2020/21 £'000	
<b>Assistant Town Clerk &amp; Director of Major Projects</b>							
Guildhall Library	CF	(883)	(871)	(834)	(783)	88	14
City Business Library	CF	(667)	(588)	(678)	(658)	(70)	14
Culture, Heritage & Libraries Directorate^	CF	(2,285)	(1,920)	(2,061)	(2,180)	(260)	14
Museum of London	CF	(5,292)	(5,292)	(5,292)	(5,292)	-	
Museum of London REFCUS	CF	(9,682)	(29,800)	(15,677)	(32,708)	(2,908)	10
Guildhall Art Gallery	CF	(2,805)	(2,899)	(3,342)	(3,232)	(333)	7,14
London Metropolitan Archives	CF	(3,402)	(3,126)	(3,313)	(3,243)	(117)	7,12
City Records Services	CF	(1,132)	(1,102)	(1,120)	(1,118)	(16)	
Visitor & City Information Services	CF	(852)	(886)	(942)	(1,083)	(197)	5,7
City Outdoor Arts Programme	CF	(394)	(376)	(379)	(385)	(9)	
Police Museum	CF	(22)	(22)	(22)	(22)	-	
Roman Remains & Guildhall Complex Land (City Surveyor)	CF	(13)	(23)	(48)	(23)	-	
Heritage Gallery	CC	(25)	(25)	(25)	(25)	-	
Mayoralty & Shrievalty (City Surveyor)	CC	(386)	(128)	(117)	(142)	(14)	
<b>Total Assistant Town Clerk &amp; Director of Major Projects</b>		<b>(27,840)</b>	<b>(47,058)</b>	<b>(33,850)</b>	<b>(50,894)</b>	<b>(3,836)</b>	
<b>Director of Open Spaces</b>							
Keats House	CC	-	-	(569)	(470)	(470)	7,13
Monument	CC	24	84	(9)	75	(9)	
Tower Bridge Tourism	BHE	939	592	658	611	19	6,9,16
<b>Total Director of Open Spaces</b>		<b>963</b>	<b>676</b>	<b>80</b>	<b>216</b>	<b>(460)</b>	
<b>Director of Community &amp; Children's Services</b>							
Barbican & Shoe Lane Libraries	CF	(3,127)	(3,013)	(3,183)	(3,285)	(272)	7
Artizan Street Library & Portsoken Health & Community Centre	CF	(481)	(436)	(455)	(449)	(13)	
<b>Total Director of Community &amp; Children's Services</b>		<b>(3,608)</b>	<b>(3,449)</b>	<b>(3,638)</b>	<b>(3,734)</b>	<b>(285)</b>	
<b>Total City Fund</b>	CF	<b>(31,037)</b>	<b>(50,354)</b>	<b>(37,346)</b>	<b>(54,461)</b>	<b>(4,107)</b>	
<b>Total City's Cash</b>	CC	<b>(387)</b>	<b>(69)</b>	<b>(720)</b>	<b>(562)</b>	<b>(493)</b>	
<b>Total Bridge House Estates</b>	BHE	<b>939</b>	<b>592</b>	<b>658</b>	<b>611</b>	<b>19</b>	
<b>Total</b>		<b>(30,485)</b>	<b>(49,831)</b>	<b>(37,408)</b>	<b>(54,412)</b>	<b>(4,581)</b>	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.6m and £0.4m of Capital Recharges for 2019/20 and £0.6m and £0.5m for 2020/21 respectively

Recharges from/to Culture, Heritage and Libraries	Actual 2018/19 £'000	Original Budget 2019/20 £'000	Latest Approved Budget 2019/20 £'000	Original Budget 2020/21 £'000
<b>Support Service and Capital Charges</b>				
Administrative Buildings	(2,645)	(2,585)	(2,931)	(3,080)
City Surveyor's Employee Recharge	(159)	(148)	(138)	(138)
Insurance	(248)	(256)	(269)	(270)
IS Recharges - Chamberlain	(1,124)	(1,010)	(1,069)	(942)
Capital Charges – City Fund	(1,903)	(1,580)	(1,563)	(1,624)
Support Services -				
Chamberlain and CLPS	(317)	(315)	(360)	(310)
Comptroller and City Solicitor	(26)	(55)	(14)	(11)
Town Clerk	(471)	(549)	(493)	(455)
City Surveyor	(19)	(27)	(28)	(29)
Other	(9)	-	-	-
<b>Total Support Services and Capital Charges</b>	<b>(6,921)</b>	<b>(6,525)</b>	<b>(6,865)</b>	<b>(6,859)</b>
<b>Recharges Within Funds</b>				
Utilities recharge - Barbican Centre	(281)	(233)	(262)	(270)
Open Spaces Directorate Recharge	(15)	(25)	(31)	(32)
Technical Services Recharge	-	(7)	(13)	(13)
Corporate and Democratic Core – Finance Committee	240	240	240	240
<b>Recharges Across Funds</b>				
Support Services – CHL Guildhall Administration and Open Spaces Directorate Recharge	364	309	264	258
<b>TOTAL SUPPORT SERVICE AND CAPITAL CHARGES</b>	<b>(6,613)</b>	<b>(6,241)</b>	<b>(6,667)</b>	<b>(6,676)</b>

**Project Bids for 2020/21**

**Project – The Monument Visitor Centre**

**Status - To be resubmitted (January's 2020 Resource Allocation Sub-Committee)**



<b>Original to Latest Approved Local Risk Budget</b>	<b>£000</b>
<b>Original Local Risk Budget 2019/20</b>	<b>(7,184)</b>
City Fund carry forwards for new library self-service kiosks and software	(66)
All funds contribution pay, budget uplift	(53)
Increase to energy budgets following additional resources agreed at RASC	(69)
City of London Apprenticeship Scheme	16
Net City Fund and BHE budget virements from Community and Children's services (£45,000) relating to children's community work at the lending libraries, additional resources in respect of legal fees (£34,000) partly offset by a rephasing of the drawdown from Finance Contingency of £5,000 and a resource shift to City Surveyor for an increase in Facilities Management costs at Tower Bridge £58,000.	(16)
Increase arising from a rates revaluation at Artizan Street Library	(12)
City Surveyor local risk changes to planned and reactive works and Facilities Management.	(118)
Changes in the phasing over the 3 year cycle of each of the Cyclical Works Programmes.	(657)
<b>Latest Approved Local Risk Budget 2019/20</b>	<b>(8,159)</b>

<b>Original to Original Local Risk Budget</b>	<b>£000</b>
<b>Original Local Risk Budget 2019/20</b>	<b>(7,184)</b>
City Fund one-off increase in budgets from Fundamental Review proposals to generate income and efficiencies in future years (net £24,000 for an additional income generating post and £5,000 for Guildhall Library and City Business Library for new signage)	(29)
Increase to energy budgets following additional resources agreed at RASC	(69)
City of London Apprenticeship Scheme	(2)
Net City Fund and BHE budget virements from additional resources in respect of legal fees (£34,000) partly offset by a rephasing of the drawdown from Finance Contingency of £14,000 and a net decrease in resources at Tower Bridge of £28,000 following a shift to City Surveyor for increased Facilities Management costs partly offset by a 2% pay and price increase.	8
Increase arising from a rates revaluation at Artizan Street Library	(12)
City Surveyor local risk changes to planned and reactive works and Facilities Management.	(228)
Changes in the phasing over the 3 year cycle of each of the Cyclical Works Programmes.	(626)
<b>Original Local Risk Budget 2020/21</b>	<b>(8,142)</b>

Manpower statement	Original Budget 2019/20		Latest Approved Budget 2019/20		Original Budget 2020/21	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Guildhall Library	12.40	(582)	13.19	(595)	12.13	(573)
City Business Library	7.00	(336)	7.65	(362)	7.42	(352)
Barbican and Shoe Lane Libraries	38.21	(1,713)	37.25	(1,730)	38.78	(1,719)
Artizan Street Library & Portsoken Health & Community Health Centre	7.00	(276)	6.85	(276)	7.00	(277)
Guildhall Art Gallery	12.10	(637)	11.50	(583)	11.18	(600)
London Metropolitan Archives	51.92	(2,440)	53.91	(2,504)	50.65	(2,373)
City Records Services	21.29	(1,033)	21.40	(1,029)	22.52	(1,050)
Keats House	4.11	(229)	3.85	(229)	4.11	(238)
Visitor Services & City Information Centre	10.56	(554)	11.31	(621)	11.81	(697)
Monument	6.68	(319)	7.27	(328)	6.98	(325)
Tower Bridge Tourism	53.67	(2,739)	50.99	(2,617)	54.59	(2,696)
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES</b>	<b>224.94</b>	<b>(10,858)</b>	<b>225.17</b>	<b>(10,874)</b>	<b>227.17</b>	<b>(10,900)</b>

CYCLICAL WORKS PROGRAMME	Original	Latest	Original
	2019/20	Approved	Budget
	£'000	Budget	2020/21
		2019/20	£'000
Barbican and Shoe Lane Libraries	-	(4)	(240)
Guildhall Art Gallery	(158)	(406)	(208)
London Metropolitan Archives	(30)	(120)	(180)
Visitor Services & City Information Centre	(35)	-	(152)
Keats House	-	(243)	(39)
Monument	(9)	(101)	(24)
Roman Bath House	-	(25)	-
Mayoralty and Shrievalty	(10)	-	(25)
<b>Total Cyclical Works Programme</b>	<b>(242)</b>	<b>(899)</b>	<b>(868)</b>

CITY SURVEYOR LOCAL RISK	Original	Latest	Original
	2019/20	Approved	Budget
	£'000	Budget	2020/21
		2019/20	£'000
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>			
Barbican and Shoe Lane Libraries	(5)	(7)	(7)
Guildhall Art Gallery	-	(27)	(15)
London Metropolitan Archives	(64)	(84)	(90)
Keats House	(22)	(37)	(151)
Visitor Services & City Information Centre	(5)	(6)	(14)
Monument	(13)	(8)	(10)
<b>Cleaning</b>	<b>(272)</b>	<b>(330)</b>	<b>(322)</b>
<b>Total City Surveyor</b>	<b>(381)</b>	<b>(499)</b>	<b>(609)</b>





### Our aims and objectives are...

- To deliver the strategic framework for the development and promotion of the City as a compelling cultural and visitor destination
- To support, connect and enable London’s cultural, heritage and tourism sectors
- To offer a world-class welcome for all who come to the City for leisure or business purposes and to enable them to explore its offer including our heritage attractions
- To engage with, and support, the diverse communities we serve through exciting and relevant cultural events, partnerships and activities
- To preserve and make accessible our collections, on-site and digitally
- To deliver enterprise and employability strategies, business skills development for young people and partnerships for enterprise development

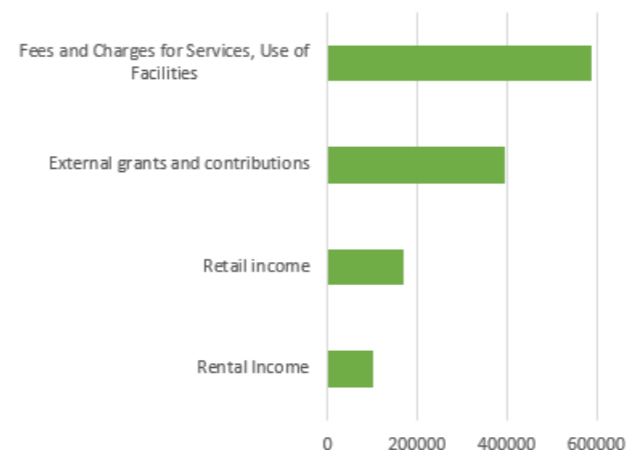
### Our five major workstreams this year will be...

1. To deliver the workstreams and efficiencies stemming from the fundamental review and to work with other departments to seek opportunities to deliver the City of London’s cultural offer in a more coordinated and efficient manner
2. To deliver not less than 15% of actions listed within our new, five-year City Corporation Visitor Destination Strategy (2019/23) and to continue to contribute to the realisation of our Cultural Strategy (2018/22) ambitions. To realise best value for the City’s tourism sector through our support of the London and Partners’ Domestic Tourism Campaign work, winning national visitor audiences back to the capital
3. To continue to broaden access to the collections and services of London Metropolitan Archives (LMA) Guildhall Library (GHL) and City Business Library (CBL), particularly through partnerships with external organisations and stakeholders, including the London boroughs; and digitally
4. To continue to develop London Metropolitan Archives’ services for the City Corporation, including records management and the Islington Partnership
5. To deliver Believe! - our 2020 programme of outdoor arts activities - maximising value and reach through partnership and building our audiences across the diversity spectrum; and to deliver all remaining elements of our Recognition of Women programme.

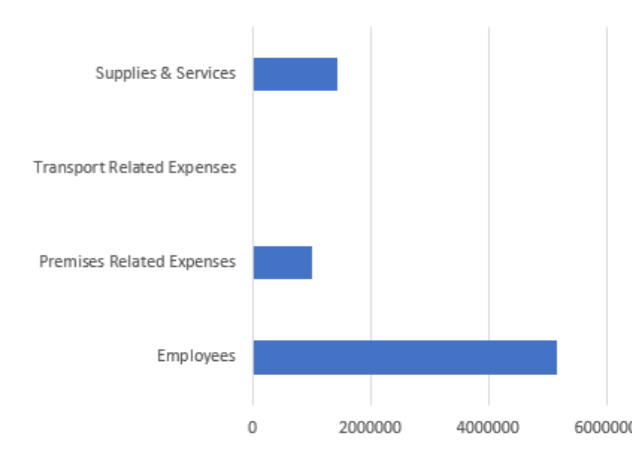
### Partners

The Aldgate Partnership	London and Partners	Prince’s Trust
Archives and Records Association (UK and Ireland)	London Archives Partnership (City and all London boroughs)	Royal College of Surgeons
Bank of America	London Borough of Newham	Thames Museum Trust
Bloomberg/London Mithraeum	London Festival of Architecture	Totally Thames
The Box, Plymouth	London Games Festival	Tyne & Wear Archives & Museums
British Library	London Landmarks Half Marathon	Visit Greenwich
Cheapside Business Alliance	London Screen Archives	WB Live
Culture24	London Southbank University	Wembley Stadium
Diocese of London	Major Funders (Wellcome Trust, National Lottery Heritage Fund, Arts Council)	Women’s Pioneer Housing
England’s Historic Cities	Mayflower 400	Worshipful Company of Architects
Greater London Authority	Mercers’ Company/Gresham College	Worshipful Company of Brewers
Greenwich and Docklands International	National Archives	Worshipful Company of Joiners and Ceilers
Festival Historic England	Noel Coward Archive Trust	
Illuminated River Foundation	Pensions Archive Trust	
International Council on Archives		

### Where our money comes from

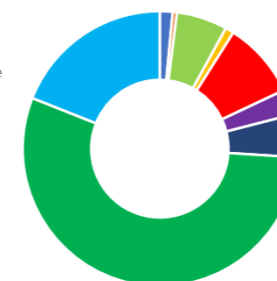


### Where our money is spent

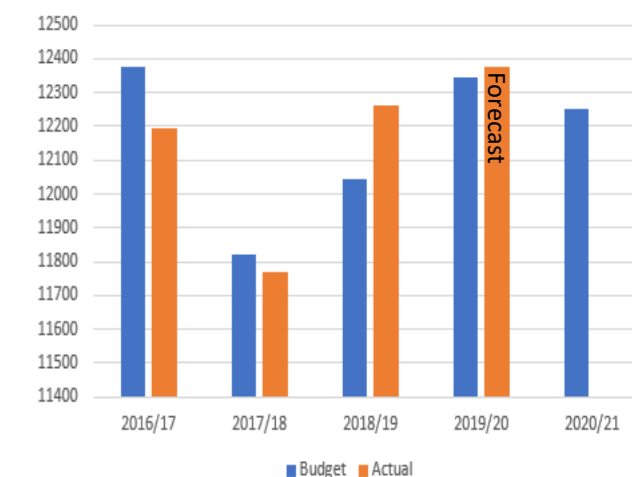


### Spend by Outcome FY 19/20

- 1. People are safe and feel safe
- 2. People enjoy health and wellbeing
- 3. People have equal opportunities to enrich their lives and reach their full potential.
- 4. Communities are cohesive and have the facilities they need
- 7. We are a global hub for innovation in finance and professional services, commerce and culture.
- 8. We have access to the skills and talent we need
- 9. We are digitally and physically well-connected
- 10. We inspire enterprise, creativity, excellence and collaboration
- 12. Our spaces are secure and resilient



### Budget vs Actual



### Our Impact

Online use: 34,485,378 Images views or page impressions across LMA digital platforms in 2018/19 including the Collections Catalogue, Collage image library, Ancestry.co.uk and social media channels.

2018/19 was a year of record-breaking firsts for our Guildhall and Roman attractions with the highest ever footfall recorded at City of London Police Museum (up 11%) and Billingsgate Roman House and Baths (up 2%), with Guildhall Art Gallery beating its best ever footfall total from 2015/16 with 118.5k visits (up 3.7% on the previous record).

In addition, facilitated school visits to London’s Roman Amphitheatre were up 6% in 2018/19, facilitated school sessions in the Gallery up 69% and family activities up 100%.

Sales revenues for the City Information Centre were last year (2018/19) the highest ever achieved (up just under 8% year-on-year); overall, the Centre generated a total sales figure of £619,403.55 which generated a profit of £194,654 (an increase of 4.2%).

48% of CBL’s users come from diverse ethnic backgrounds and 41% are aged 16-35.



## What's changed since last year...

- Fundamental Review
- Introduction of paid membership scheme for CBL
- Plans for new City of London website which will impact on LMA's digital transformation strategy especially around public online access to information
- Progress into second half of Unlocking the UK's Sound Heritage, LMA's 3-year project with British Library funded by NLHF
- New Visitor Destination Strategy (2019/23) approved by Court in May 2019
- Funding of £100k per annum from Policy Initiatives Fund for three years agreed for London and Partners to help win back UK audiences to London
- Support for year 1 of London Borough of Culture successfully realised; 2020 will see same level of support with benefit-in-kind agreed for 2021 and 2023
- First Cultural Strategy (2018/22) evaluation report available publicly from Spring 2020
- *Fantastic Feats: the Building of London* fully delivered in 2019/20, attracting record audiences (up 57% year on year) and cash sponsorship (up 1,248%)
- First phase of Illuminated River delivered on schedule with our support

## Key Customer Feedback

LMA rated 9.4 out of 10 for overall satisfaction in UK Archives Distance Users Survey 2019 [organised by the Archives and Records Association (UK and Ireland) in conjunction with The Chartered Institute of Public Finance and Accountancy (CIPFA)]

96% of visitors to the Guildhall Art Gallery & London's Roman Amphitheatre rated their experience very good or good (2018 survey)

At the City Information Centre 98% of users rated the staff and 97% the quality of the information as excellent or good (2019 survey)

For our Outdoor Arts programme in 2019, 54% of *Fantastic Feats* audiences rated their overall experience at the top score of very good, the programme's best rating to date, with 84% scoring it as "good" or "very good". For the Yard lunch markets, 95% of audiences considered the markets good for the City's image, with 90% believing that they enhance a sense of community in the City.

## Corporate Performance Framework Measures

% positive perception of the City for cultural and heritage offer
# visitors (broken down as per visitor destination strategy types)
% improvement in diversity in organisational and institutional activities (audience, participant, employees, volunteers, apprenticeships, applicants)
% income targets achieved
# participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
% diversity (type) and quality of public space and public realm in the Square Mile
Monetary amount of philanthropic activity delivered by City Corporation
# audience members attending CoL hosted performances
Employment in creative industries, sports and academia
% improvement made on relevant processes or projects as a result of review

## Plans under consideration...

Change Action	Time Scales
Consolidate LMA and GHL services and accommodation needs under Fundamental Review	March 2021
Improve the City's good public governance through developing (a) more coordinated records management systems, particularly through LMA's work with the cross departmental Information Management Board and the Comptroller's Compliance Team and (b) LMA's digital archiving systems	March 2021
Delivery of a positive response and unlocking of benefits as part of the Government's Tourism Sector Deal agreed in June 2019	February 2020 and ongoing
GAG will deliver two key exhibitions in 2020. 'Enchanted Interior' and 'The Art of Noel Coward: London and beyond'	From March and July 2020 respectively
A major celebration of Keats and the concept of beauty as part of Keats 200 in 2021/22 (through our outdoor arts programme)	Summer 2021

## Equalities & Inclusion

LMA Examples: Magical Mollie: cataloguing and celebrating the achievements of Mollie Angelia Hunte (1932-2015), black educational psychologist treating Black African-Caribbean children in London (project funded by the Wellcome Trust)

In June LMA worked with the charities Culture& and the Friends of the Huntley archives to deliver a one day event to coincide with Windrush Day, focusing on the use of archives to provide multisensory stimulation for people with dementia.

Haringey Vanguard, NLHF-funded project on LGBTQ+ history, LMA working in partnership with the London Borough of Haringey's archive service at Bruce Castle together with local people and communities.

LMA received in July the archives of Women's Pioneer Housing. WPH was founded in 1920 to provide homes for single working women in London and is still active today. WPH has received NLHF funding to work with LMA to catalogue and digitise the archive

- In 2019, the CVDT have embarked on a Recognition of Women programme seeking to better recognise women across City Corporation collections and in our streetscape; a public callout and desk-based research will inform what actions are taken later next year. As part of this, the first Guildhall Artist in Residence was launched under the theme *Celebrating City Women*. Hannah Starkey was appointed as the inaugural Artist in Residence (2019)

In 2019, audience diversity played a key role in developing our Outdoor Arts Programme, with events targeting LGBTQ, Asian and South American audiences. These included a Diwali lunch market, a Columbian Fiesta, *Notice Me* (LGBTQ focus), a small-scale Mela and *Fiesta de Mexico*, which attracted well over 5,000 attendees. In 2020, our *Believe!* programme with its themes of diversity, worship and tolerance including a large-scale Mela in Aldgate Square, exhibitions exploring native Americans and Judaism and a float in the London Pride Parade, will capture a larger and more diverse

## Key Risks

- Effect on the preservation of collections and our reputation as a loan recipient of unstable environmental conditions at Guildhall Art Gallery
- Damage to or loss of the rare, valuable often unique collections held by LMA and GHL through inadequate intellectual and physical preservation
- Brexit impact on visitor numbers, and recruitment and retention of staff across assets.
- A major terrorist incident may restrict visitor numbers.
- Weather continues to threaten the success of outdoor events programmes.





**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:**

Open Spaces Department's twelve outcomes:

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

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

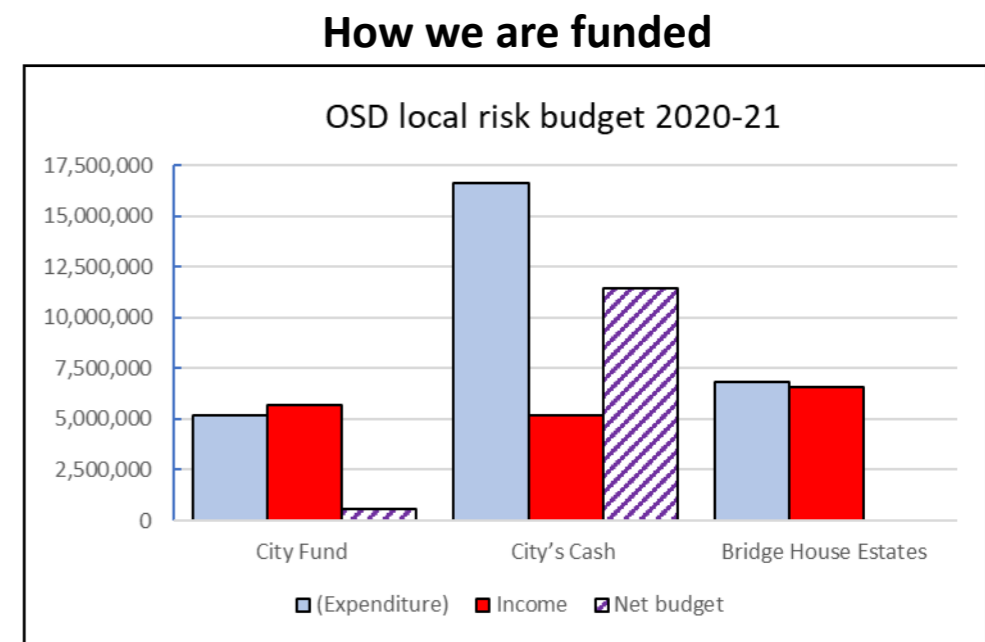
**B. Spaces enrich people's lives.**

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

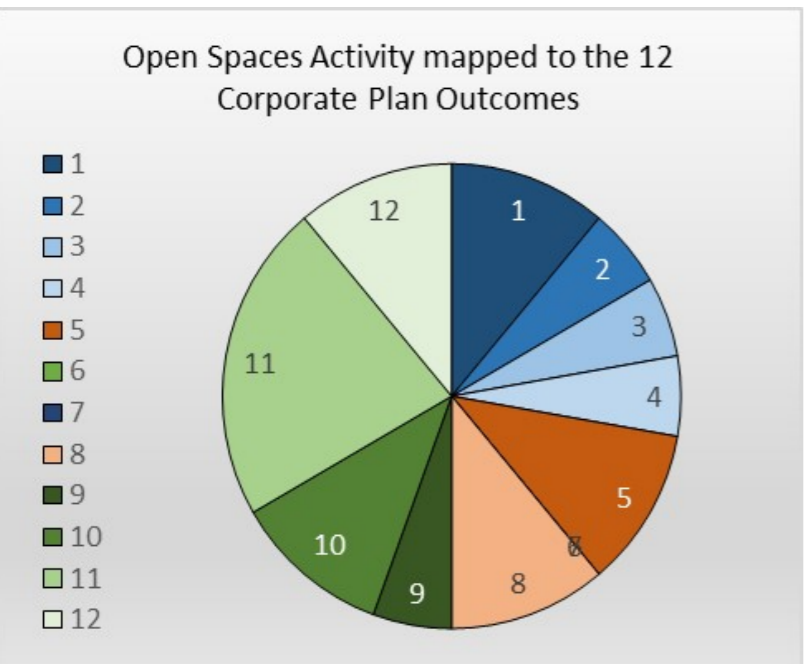
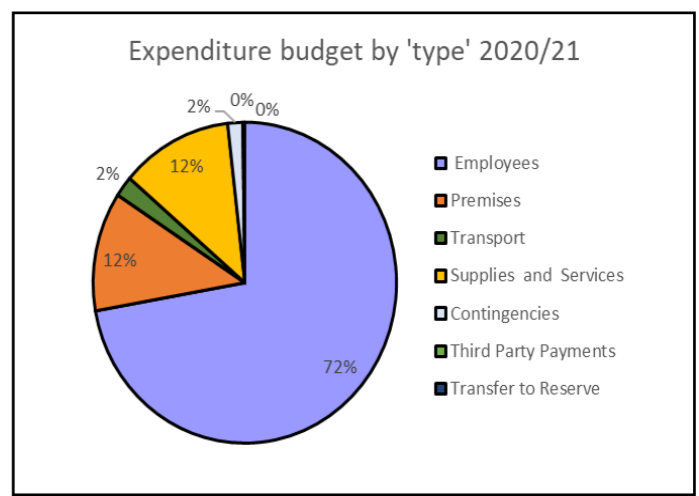
**C. Business practices are responsible and sustainable.**

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

The numbers in brackets show how the Open Spaces outcomes link to the 12 Corporate Plan 2018 - 2023 Outcomes



- Bids for Capital Funding Agreed in principle by RASC:**
- ♦ West Ham Park Playground
  - ♦ East Heath Car Park
  - ♦ Chingford Golf Course
- More Information requested by RASC:**
- Finsbury Circus Reinstatement
  - The Monument Visitor Centre
  - ParkLife (Wanstead Football)
  - Parliament Hill Athletics Track
  - Queens Park Toilets (Chairman's request)



Corporate Aim	%
A. Contribute to a flourishing society	28%
B. Support a thriving economy	22%
C. Shape outstanding environments	50%

**The table overleaf lists all the activities we will be working on and developing this year.**

**Our key activities for 2020/21 will be:**

- j) Maximise the value and opportunities of our built and natural assets (10c)
- f) Protect and enhance our sites biodiversity and determine the value of our green infrastructure (11b)
- d) Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces (12b)
- q) Develop innovative approaches to income diversification (8d)

**We will also be supporting the work of the Fundamental Review.**

Appendix 1 provides the detail that sits behind these key activity statements.

Numbers in brackets show links to the outcomes and actions within the Corporate Plan 2018-2023





### COL Staff Survey

TOP 3 Highest Scoring	%	BOTTOM 3 Lowest Scoring Questions	% Positive
I have the skills I need to do my job effectively	94%	The City of London Corporation manages change effectively	32%
I am interested in my work	93%	I believe that action will be taken on	33%
I am clear about what I am expected to achieve in my job	87%	Poor performance is dealt with effectively where I work	34%

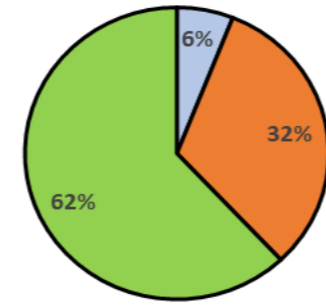
#### Action Being taken includes:

**Improving Communication:** All staff updates from SLT and Committees, staff briefings on 'change' including fundamental review.

**Leadership:** Open door sessions, visibility of managers, one to one's, appraisals,

### Key Customer Feedback

Visitors satisfaction rating of open spaces site from snapshot survey



Other Good Very Good

### Performance Measures

We will contribute to a number of Corporate Performance Measures including: FOI responses, health and safety investigations, sickness absence, budgets, employee volunteering

We will also set Departmental performance measures including:

Performance Measure	Performance target 2019/20	Department Outcomes	Department Activity
Retaining Green Heritage Site Accreditation and Green Flag Awards	13 Green Heritage Awards 15 Green Flag Awards	Our open spaces, heritage and cultural assets are protected, conserved and enhanced	Protect our heritage: developing partnership funding bids where possible
Number of tennis courts booked	31,500	People enjoy good health and wellbeing	Provide a sustainable range of sports and recreational opportunities
Number of visits to our heritage visitor attractions	1,124,400 visits	People feel welcome and included	Improve the visitor and cultural offer
Active management of our ancient trees	Baseline	Our habitats are flourishing, biodiverse and resilient to change	Protect and enhance our sites biodiversity

#### What's changed since last year...

- Completed the Programme of events celebrating 125 years of Tower Bridge and 30 years custodianship of Hampstead Heath.
- Natural England declare a new National Nature reserve; South London Downs NNR, covering Coulsdon Commons and Happy Valley, in partnership with the London Borough of Croydon
- Retendered OPM Control Methods contract and a partner with the Forestry Commission in their OPM pilot study.
- City Gardens fleet is ULEZ compliant
- Events policy agreed and implemented for the Department and all divisions
- Delivered improvement projects in City Gardens including Senator House and St Alfrage's Gardens
- Introduce longer lease durations allowing greater capital investment / external funding capacity under powers created by the Open Spaces Act 2018

#### Equalities and Inclusion Priorities:

- Improve accessibility within our sites, subject to funding.
- Improve inclusivity at our sites.
- Increase our collection and analysis of 'protected characteristics' data
- Develop our Learning programme offer to Special Needs Schools.
- Implement the agreed transgender policy.

#### Other activities that we will be undertaking this year under the headings of our three objectives.

##### Open Spaces and Historic Sites Are Thriving and Accessible

- Protect our heritage: developing partnership funding bids where possible (10d)
- Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (11b)
- Reduce the negative environmental impacts of our activities (11a)
- Review security and access control provision (1c)

##### Spaces Enrich People's Lives

- Provide a sustainable range of sports and recreational opportunities (2d)
- 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 (4a)
- Develop our 'learning offer' (3b)

##### Business practices are responsible and sustainable

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (1c)
- Make more effective use of IT and technology and adopt 'smarter' ways of working (9b)
- Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (12a)
- Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (11d)
- Implement the recommendations arising out of the workforce plan, staff and customer surveys (8a)
- Develop our apprenticeship programme and volunteering opportunities across the Department (8d)
- Progress the prioritisation of services to mitigate inefficiencies and establish long term sustainable service provision (5c)

Appendix 1 provides the detail that sits behind these action statements.

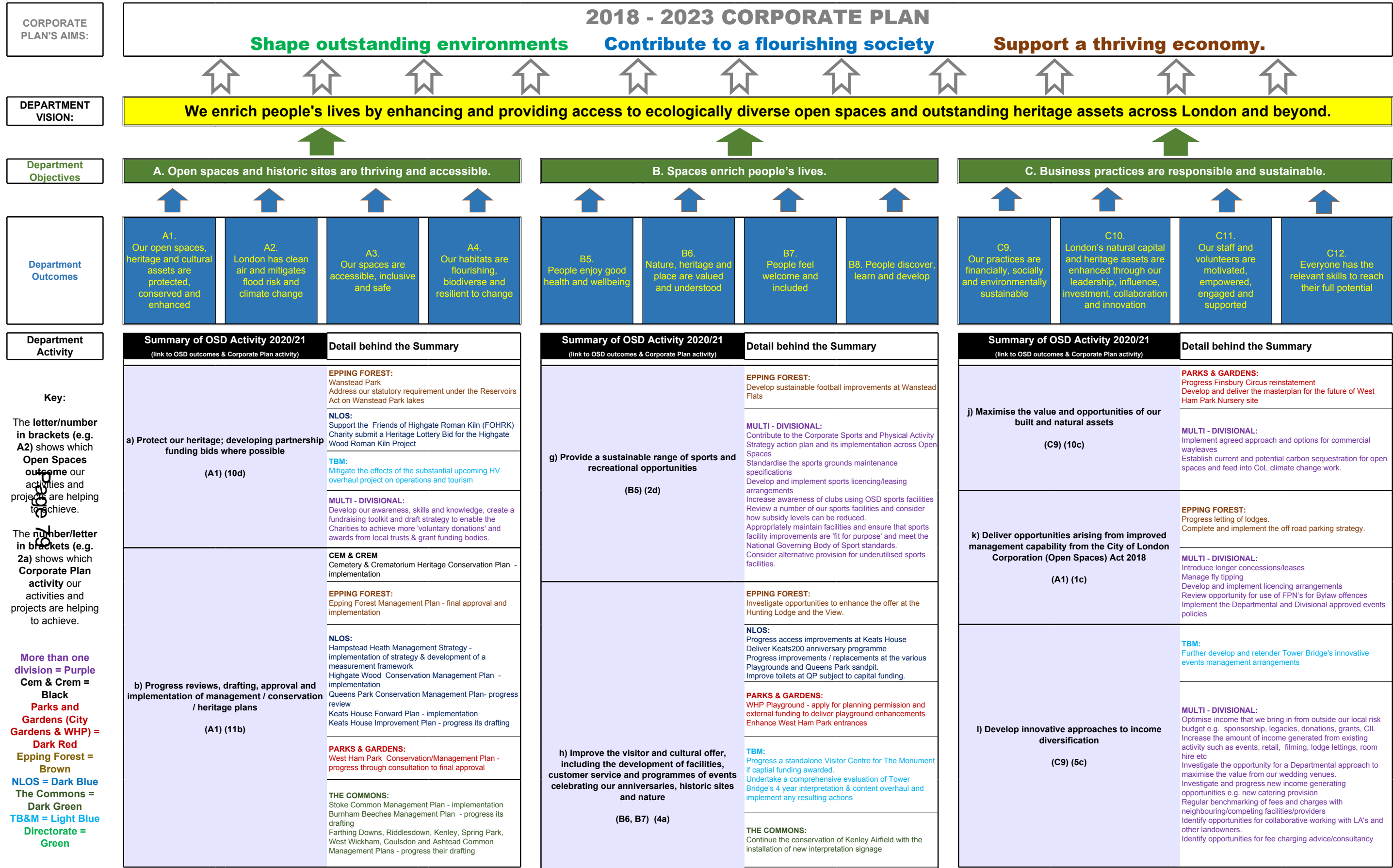
◆ Numbers in brackets show links to the outcomes and actions within the Corporate Plan

#### Our delivery partners and key stakeholders include:

- Local community groups, forums and local residents
- Host and neighbouring local authorities and the GLA
- Forestry Commission, Natural England and National Trust
- Parks for London, GiGL, Action Oak
- Historic England & English Heritage
- National Governing Bodies of Sport and local sports groups
- Consultation Committees and Forums
- City of London Departments

#### Departments three red risks:

	<b>OSD 013 Wanstead Park Reservoirs</b> (Score = 24)
	<b>OSD 004 Repair and Maintenance of Buildings &amp; structural assets</b> (Score = 16)
	<b>OSD 005 Pests and Diseases</b> (Score = 16)



**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  
Parks and Gardens (City Gardens & WHP) = Dark Red  
Epping Forest = Brown  
NLOS = Dark Blue  
The Commons = Dark Green  
TB&M = Light Blue  
Directorate = Green

Continued overleaf

Continued overleaf

Department Activity

Summary of OSD Activity 2020/21 <small>(link to OSD outcomes &amp; Corporate Plan activity)</small>	Detail behind the Summary
c) Reduce the negative environmental impacts of our activities  (A2) (11a)	<b>CEM &amp; CREM:</b> Replace ageing cremators with new at the Cemetery and Crematorium
	<b>NLOS:</b> Implement HH waste and recycling strategy
d) Engage with the local planning process to mitigate and protect against the negative impact of development on our open spaces  (A4) (12b)	<b>MULTI - DIVISIONAL:</b> Continue to review existing fleet and increase percentage of electric vehicles. 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
	<b>MULTI DIVISIONAL:</b> 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
e) Review security and access control provision  (A3) (1c)	<b>NLOS:</b> Review access control and payment methods at our swimming facilities
	<b>TBM:</b> Explore the potential for a secure exit facility at the Bridge's South Tower
f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure  (A4) (11b)	<b>PARKS &amp; GARDENS:</b> Complete Tree Canopy survey started for City Gardens to ascertain the tree canopy area. Providing advice to DBE on City Greening, climate change resilience of the square mile and assisting to deliver a new Tree Strategy.
	<b>THE COMMONS:</b> Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Develop the partnership potential of the South London Downs NNR to improve biodiversity of that landscape.
	<b>MULTI - DIVISIONAL:</b> 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

Summary of OSD Activity 2020/21 <small>(link to OSD outcomes &amp; Corporate Plan activity)</small>	Detail behind the Summary
i) Develop our 'learning offer'  (B8) (3b)	<b>THE COMMONS:</b> Kenley - maintain schools outreach and visits
	<b>TBM:</b> Evaluate and adapt the fully accessible education facility at Tower Bridge
	<b>DIRECTORATE</b> Increase the number of schools with high pupil premiums that are engaging with the schools programme Developing the Green Talent Programme in West Ham Park, Epping Forest and Hampstead Heath, targeting participants from LB Waltham Forest, Newham, Hackney and Islington. Increase opportunities for nature connected play within the play programme. Increase the number of learning volunteers from communities who are under-represented in our green spaces.
	<b>MULTI - DIVISIONAL:</b> Develop the learning offer at Tower Bridge, Monument, Epping, West Ham Park, NLOS and Keats House, to deliver the departmental learning impact areas and share good practice. Implement cross divisional learning performance measures

Summary of OSD Activity 2020/21 <small>(link to OSD outcomes &amp; Corporate Plan activity)</small>	Detail behind the Summary
m) Make more effective use of IT and technology and adopt 'smarter' ways of working  (C9) (9b)	<b>CEM &amp; CREM:</b> Develop a name search facility for the online burial register system
	<b>PARKS &amp; GARDENS:</b> Use technology to improve efficiency and provide intelligent management information that can improve the way we work.
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)	<b>MULTI - DIVISIONAL</b> Increase use of: Skype, SharePoint, iBase On-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Online payments and bookings Develop opportunities for a cash-free environment Introduce a CRM 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
	<b>NLOS:</b> Work with CS to develop a Masterplan for Heathfield House, Parliament Hill and Kenwood Yard
o) Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters  (C10) (11d)	<b>MULTI DIVISIONAL:</b> Work with CS to develop Asset Management Plans for Parks & Gardens and The Commons Work with CS to finalise Epping Forests Asset Management Plan. Work with CS to implement Hampstead Heath's Asset Management Plan Work with CS to inform, influence and progress sites identified within the OPR
	<b>CEM &amp; CREM:</b> Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK cemetery. Continue to work and lobby central Government on the roll out and implementation of the Children's Fund.
p) Implement the recommendations arising out of the workforce plan, staff and customer surveys  (C11) (8a)	<b>MULTI DIVISIONAL:</b> Work with: The Forestry Commission, including on OPM DEFRA Parks for London, GLA, London Parks Consortium Project (CPRE) Green Arc for London, Action Oak initiative National Park City Use of S35 status to influence/deliver NE's NNR Strategy
	<b>CEM &amp; CREM:</b> Deliver improvements arising from Cem & Crem visitor satisfaction survey
q) Develop our apprenticeship programme and volunteering opportunities across the Department  (C12) (8d)	<b>MULTI - DIVISIONAL:</b> Deliver 2018 OSD Staff survey, Corporate Staffs survey and Pulse Survey recommendations Deliver Culture Board initiatives increasing cross division working Develop and refine the workforce plan Implement and manage the revised approach to DBS and barring checks
	<b>MULTI - DIVISIONAL:</b> 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) Progress the prioritisation of services to mitigate efficiencies and establish long term sustainable service provision  (C9) (5c)	<b>MULTI - DIVISIONAL:</b> Plan for the longer term Fundamental Review proposals, commencing investigation, consultation, preparation where necessary. 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.



<b>Committees:</b> Corporate Projects Board <i>[for information]</i> Culture Heritage and Libraries <i>[for decision]</i> Projects Sub <i>[for decision]</i>		<b>Dates:</b> 25 November 2019 20 January 2020 16 December 2019
<b>Subject:</b> Guildhall Art Gallery and Heritage Gallery works	<b>Gateway 6:</b> <b>Consolidated Outcome Report</b> Light	
<b>Unique Project Identifier:</b> 9830 <b>CS:426-19</b>		
<b>Report of:</b> City Surveyor <b>Report Author:</b> Mark Lowman		<b>For Decision</b>   <b>CS 426/19</b>
<b>PUBLIC</b>		

## Summary

<b>1. Status Update</b>	<b>Project Description:</b>  Creation of a new Heritage Gallery and Study Room within the Guildhall Art Gallery ( including improved wayfinding and signage throughout) to display some of the most significant and internationally important items from its documentary collections such as the 1215 charter from King John granting the City the right to elect its own mayor, the 1297 Magna Carta and the 1613 Shakespeare Deed.  <b>RAG Status:</b> Green <b>Risk Status:</b> low <b>Final Outturn Cost:</b> £541,821 <b>Slippage:</b> 0 months <b>Works completed are:</b>  Bespoke display cases to display the 1215 Charter from King John, the 1297 Magna Carta and 1613 Shakespeare Deed.
<b>2. Next steps and Requested decisions</b>	<b>Requested Decisions:</b>  That the project is closed.

<b>3. Budget</b>	<i>Estimated Total Project Cost G5</i> £557,354	
	At Authority to Start work (G5)	Final Outturn Cost (G6)
<i>Total</i>	£557,354	£539,556

<b>4. Programme</b>	<b>Activity</b>	<b>Authority to Start work (G5) Programme</b>	<b>Final (G6) Programme</b>
	Start on Site	February 2014	February 2014
	Completion	June 2014	June 2014
<b>5. Key Conclusions</b>	<ul style="list-style-type: none"> <li>• The project was delivered within the budget approved at Gateway 5 and on programme.</li> <li>• The project was unanimously well received and provides bespoke display cases and way finding signage for the 1297 Magna Carta and 1613 Shakespeare Deed.</li> <li>• The project was completed in June 2014 in time for the Lord Mayors Celebrations in November 2014 and the Magna Carta Celebrations in 2015.</li> <li>• Increase the visitor footfall to the Art Gallery and the Guildhall complex.</li> </ul>		

**Contact**

<b>Report Author</b>	Mark Lowman
<b>Email Address</b>	Mark.lowman@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1449

<b>Committee(s):</b> Streets and Walkways Sub Committee Planning and Transportation Committee Culture, Heritage and Libraries Committee	<b>Date(s):</b> 03/12/2019 12/12/2019 20/01/2020
<b>Subject:</b> 2019 Car Free Day update	<b>Public</b>
<b>Report of:</b> Director of the Department of the Built Environment	<b>For Information</b>
<b>Report author:</b> Bruce McVean, Acting Assistant Director – City Transportation	

## Summary

The City of London Corporation supported the Mayor of London and TfL to deliver the ‘Reimagine’ Car Free Day event in central London on 22 September.

The event allowed people to explore and experience 27km of traffic free streets, most of which were in the Square Mile. Street closures were in place from 7am – 7.15pm, with the event open to the public from 10.30am – 5pm.

Overall the event was successful, with high levels of satisfaction for those who attended. The event attracted a high number of people into the City (it is estimated that 70,000 people attended over the course of the day), including many that have never previously visited or rarely visit.

Despite the extent of the street closures, which included both London Bridge (except for buses) and Tower Bridge, traffic impacts were relatively limited and lower than expected.

Attendance figures for City Corporation Open House venues suggest the Reimagine event may have had an impact on Open House attendance at some venues. Further analysis is required to understand the relationship between the event and Open House.

Following the success of this year’s event we will liaise with the GLA and TfL on the potential to hold another Car Free Day event in the City in 2020.

## Recommendation(s)

Members are asked to note the report.



## **Main Report**

### **Background**

1. The City of London Corporation supported the Mayor of London and TfL to deliver the 'Reimagine' Car Free Day event in central London on 22 September.
2. This event formed part of a London-wide celebration of World Car Free Day to promote walking, cycling, improvements to air quality and a reduction in car use. In all, 27 boroughs hosted activities for Car Free Day, which included 385 Play Streets.
3. The central London event allowed people to explore and experience 27km of traffic free streets, most of which were in the Square Mile (event map is provided in Appendix 1).
4. Street closures were in place from 7am – 7.15pm, with the event open to the public from 10.30am – 5pm.
5. The Reimagine event was funded by the Mayor of London, managed by TfL and delivered by WRG, a leading events and communications company. The City Corporation's support included:
  - a. Contributing £125,000 to the cost of organising the event and activities on the day.
  - b. Waiving fees for parking bay suspensions, equating to an in-kind contribution of £45,000.
  - c. Providing parking enforcement and cleansing services on the day (funded through the event budget).
  - d. Supporting event planning through participation in the Event Liaison Team and Steering Group.
  - e. Supporting stakeholder engagement, event promotion and travel demand management communications.
6. The event was also supported by the City of London Police and the Cheapside Business Alliance.

### **Participation and feedback**

7. It is estimated that 70,000 people (including approximately 25,000 children) attended over the course of the day. This is a lower number than expected and is likely to have been affected by poor weather on the day. This was also the first year the event was held, and numbers would be expected to increase over time.
8. Provisional results of a survey of attendees (550 people) show that:
  - a. Most of the attendees (61%) were Londoners. 13% of attendees were international visitors.
  - b. Just under 3% of attendees had accessibility needs that limit their daily activities. Acknowledging the low base size, a majority (80%) of attendees with accessibility needs said streets felt more accessible and welcoming to all during the event.

- c. The average satisfaction score for the event was 8.2 on a scale of 0 to 10, and 87% gave the event a 7 out of 10 or higher.
  - d. 91% of Londoners who attended agreed that the event made them feel proud of London and 95% thought it was good for London.
  - e. 76% of non-Londoner attendees agreed that the event made them more likely to return to London as a visitor, with 48% strongly agreeing.
  - f. Just over half of attendees interviewed said they visit the City of London on a Sunday less than once a year or never.
  - g. 95% of attendees said they would support the event being held in London each year.
9. A YouGov poll (1,416 people) conducted after Car Free Day found that:
- a. 45% of Londoners were aware of London Car Free Day.
  - b. 57% of Londoners think holding a Car Free Day event in London is a good idea.
  - c. 65% of Londoners said that Car Free Day events were excellent, very good or good at inspiring them to use a car less.
10. Event images and press and social media highlights are provided in Appendix 2.

### **Travel and traffic impacts**

11. Despite the extent of the street closures, which included both London Bridge (except for buses) and Tower Bridge, traffic impacts were relatively limited and lower than expected.
12. TfL's Network Management Control Centre reported minimal to moderate impacts for first 8 hours that closures were in place (7am – 3pm), with serious impacts for the remaining 4 hours and 15 minutes (3pm – 7.15pm). No severe impacts were reported.
13. Travel analysis by TfL found that:
- a. Total entries and exits at 12 London Underground stations around the event area was around 9% higher than Sunday 15 September and 16% higher than Sunday 8 September (between 7am and 7pm).
  - b. The number of passengers exiting stations within the event area was significantly higher on the day of the event compared to the previous Sundays, increasing by 293% in Cannon Street, 59% in Bank, 47% in St Paul's, 42% in Moorgate and 30% in London Bridge.
  - c. There was up to 10% less traffic on central London streets across the day.
  - d. A maximum of five minute delay to buses was recorded in central London across the day.
  - e. Santander Cycles docking stations around the event area – including stations on Tooley Street, Tower Gardens, Cheapside and Queen Street – experienced a significant increase in their total hire numbers, almost doubling from 800 to 1400.

## Impact on Open House

14. Total visitor numbers to City Corporation Open House venues that were open on both Saturday and Sunday are summarised in Table 1. Visitor numbers for other venues in the Square Mile are not yet available.

Venue	2017	2018*	2019
Guildhall and Guildhall Art Gallery	6,981	4,493	4,490
The City Centre	879	1,306	1,286
Guildhall Library	1,666	537	36*
City Guides walking tours	1,800	1,200	1,320
Leadenhall Market	200	1,200#	1,286
Mansion House	N/A	286	487
Old Bailey	N/A	N/A	175*
St Lawrence Jewry	1,500	1,500	2,000
Billingsgate Roman House and Baths	2,569	1,739	1,795

**Table 1: Combined Saturday and Sunday visitor numbers at City Corporation Open House venues**

\* There was very bad weather on both Saturday and Sunday in 2018 with many venues across London showing significant declines

+ Only offered tours this year

# A large event was held in Leadenhall Market in 2018 leading to a significant increase in visitor numbers compared with 2017

\* New venue for 2019

15. The figures for City Corporation Open House venues suggest the Reimagine event may have had an impact on Open House attendance at some venues, particularly Guildhall which, given the good weather on the Saturday should have significantly topped its 2018 performance.
16. Further analysis is required to understand the relationship between the event and Open House, including the impact of parking restrictions on Open House attendance, and to inform the timing of/coordination between any future Car Free Day events in the City and Open House.
17. In future years, closer working between Town Clerk's – Cultural Services (who deliver Open House) and DBE, together with longer lead times and greater programme collaboration, may mitigate any negative impacts.

## Lessons Learnt

18. The timescale for organising the Reimagine event was extremely tight for an event of this scale. While this did not affect the success of this year's event, more time to prepare will reduce the pressure on staff at the City Corporation, TfL and the event management company.
19. Close collaboration between the City Corporation, TfL and WRG was critical to the success of the event, particularly given the timescales. Teams within TfL also worked together very effectively.



20. Extensive engagement with stakeholders, including churches and hotels, and TfL's far-reaching travel demand management campaign allowed concerns about access to be addressed in advance of the event, avoided significant traffic impacts and resulted in a very small number of complaints.
21. There should have been earlier engagement with the City Corporation's Cultural Services team (Town Clerk's) to allow them to better inform the scope and nature of the event and to enable closer engagement with the City's visitor, hospitality, retail and attractions sectors.
22. Further analysis and discussions with Open City are needed to understand how the Reimagine event impacted on Open House. It may be necessary to avoid overlap between future Car Free Day events in central London and Open House or to improve coordination between the two events.
23. While significant steps were taken to ensure this was an accessible event, including conducting an Equalities Impact Assessment and appointing an Access Consultant, more could be done at future events. For example, while golf buggies were provided for transport within the event footprint these were not wheelchair accessible. It will also be important to communicate accessible travel options for future events to ensure everyone feels confident they can attend.

### **Corporate & Strategic Implications**

24. The Reimagine Car Free Day event contributes to the delivery of Corporate Plan Outcomes 9 (We are digitally and physically well-connected and responsive) and 10 (We inspire enterprise, excellence, creativity and collaboration).
25. It also contributes to the delivery of Transport Strategy, Cultural Strategy and Visitor Strategy.

### **Conclusion**

26. The Reimagine event was successful, with high levels of satisfaction for those who attended and limited traffic impacts. The event attracted a high number of people into the City on a Sunday, including many that have never previously visited or rarely visit.
27. The central London event, alongside borough activities, helped support wider efforts to communicate the benefits of reducing motor traffic in London and promote walking, cycling and public transport use.
28. Following the success of this year's event we will liaise with the GLA and TfL on the potential to hold another Car Free Day event in the City in 2020.

### **Appendices**

- Appendix 1: Event map
- Appendix 2: Event images and press and social media highlights

### **Bruce McVean**

Acting Assistant Director – City Transportation

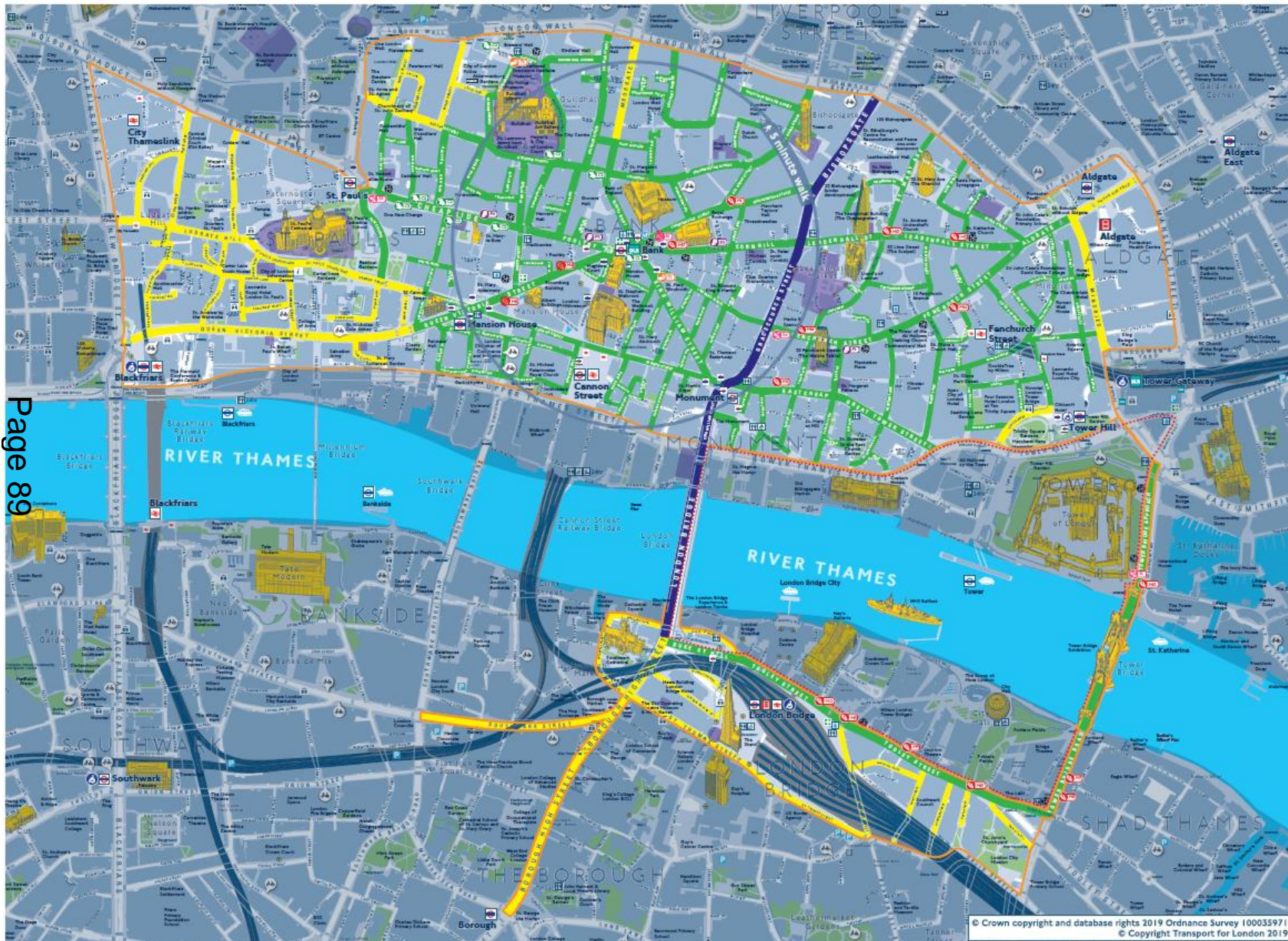
T: 020 7332 3163

E: [bruce.mcvean@cityoflondon.gov.uk](mailto:bruce.mcvean@cityoflondon.gov.uk)

This page is intentionally left blank



# Appendix 1: Event map



- Key**
- Closed roads
  - Managed access
  - Buses
  - Cycle route
  - Open House venue
  - Santander Cycles docking stations
  - Cycle parking
  - First Aid
  - Taxi ranks
  - Toilets
  - Water points
  - Step free access from street to platform
  - Step free access from street to train
  - Accessible changing places
- MOVE**
- M1 - Access Sport
  - M2 - Bicycle Security Marking
  - M3 - Bikeworks - All Ability Cycling
  - M4 - BMX Stunt Ramp
  - M5 - Brompton Bikes
  - M6 - Cycle Republic Bike Health Check
  - M7 - Cycleloop
  - M8 - Dance & Exercise Stage
  - M9 - PedalMe
  - M10 - Raleigh Classic Bike Ride
  - M12 - Santander Spin Docks
  - M13 - RNIB Sports Showcase
  - M14 - Wheely Tots - Family Cycling
  - M15 - Freebike
  - M16 - BETTER Leisure
  - M17 - Let London Breathe
- CHILL**
- C1 - Bank Junction Picnic Area
  - C2 - Mini Parklets
  - C3 - Wellbeing & Mindfulness Zone
- PLAY**
- P1 - Arts & Crafts
  - P2 - Living Streets
  - P3 - Play Street
  - P4 - Pop-up Hedge Maze
- SHOW**
- S1 - 1381 Peasants Revolt
  - S2 - Bank Junction Stage
  - S3 - Cheapside Performance Area
  - S4 - Fenchurch Street performance Area
- TASTE**
- T1 - Food Market
  - T2 - Healthy Food Stalls



This page is intentionally left blank

# Reimagine - Central London event









# Press activity highlights – ‘Reimagine’

Print in The Standard, Metro, City AM.

Broadcast from BBC London, ITV London and LBC.

Online from City AM, Metro, Guardian and Evening Standard.

Local press from Southwark News, Itfod Recorder and Hackney Gazette.

Page 93



Thousands of yoga enthusiasts have gathered on and beside the London's Tower Bridge in aid of the Car Free Day.  
 The main yoga session took place on a number of walkways along the bridge in the morning for more than 10 hours (10 AM - 10 PM) of the weekend.  
 Many Londoners took part in a special yoga session on the bridge in the morning.  
 The bridge will be in place until 10:00 PM with shops and cafes open to the public.



Car-free Khan tells 'anti-cycling' councils to get on their bikes



Mayor of London Sadiq Khan is seen riding his bicycle across Tower Bridge in the capital as part of the Car Free Day. There are thousands of Londoners taking part in the event. The Mayor is seen riding his bicycle across Tower Bridge in the capital as part of the Car Free Day. There are thousands of Londoners taking part in the event. The Mayor is seen riding his bicycle across Tower Bridge in the capital as part of the Car Free Day. There are thousands of Londoners taking part in the event.

LONDON FINDS ITS ZEN Yoga aficionados replace cars with exercise mats on Tower Bridge for a quiet Sunday in the capital



YOGA enthusiasts saw the capital go car-free on a number of key routes, as part of Mayor Sadiq Khan's campaign to encourage use of alternative modes of transport. The City saw a number of thoroughfares closed to motor traffic, and replaced with, among other things, a piano duo who played for several hours on Fenchurch Street. Khan urged more action to be taken against air pollution.

## Councils slammed over traffic



Londoners relax on deckchairs in Regent Street on World Car Free Day yesterday.

By News Reporter  
 LOCAL councils must do more to tackle air pollution, London's mayor said yesterday.  
 Sadiq Khan spoke out as 17 miles of road in 15 London boroughs closed to traffic on World Car Free Day.  
 Mr Khan said: "I'm frustrated by some councils being anti-walking, anti-cycling."  
 He said City Hall was responsible for just five per cent of the capital's road network.  
 Mr Khan said: "There are two million Londoners, 400,000 of them children, living in areas where the air quality is illegal."  
 Schools should enjoy traffic-free zones, say parents and residents. Nearly 90 per cent of 1,000 polled by charity Sustrans wanted more street closures outside schools.



## World Car Free Day 2019 - in pictures

Sadiq Khan, the mayor, cycled across Tower Bridge on World Car Free Day in several other routes - took part in World Car Free Day.

# Social media highlights – ‘Reimagine’

## Event support

**Jennifer Keesmaat**  
23.4K Tweets

Tweets Tweets & replies Media Likes

**Jennifer Keesmaat** · 22/09/2019  
The power of London's Car Free Day is the way it gives people the chance to experience a different kind of city. A city for people, kids. A safe, healthy...and quiet city! Kudos to @MayorofLondon @SadiqKhan for having the vision and guts to execute it. Pic HT @carfreedayLDN



26 42 213

Will Norman Retweeted

**Lee Christensen**  
@wreckeddeco

Car free London going well. Kids are loving it



78K views

12:51 · 22/09/2019 · Twitter for iPhone

497 Retweets 2,325 Likes

## Event awareness

**mayorofldn**



London's biggest ever Car Free Day.

7,567 views · Liked by she.loves.this.life and reevab

**mayorofldn** Brilliant to see thousands of Londoners take to the streets on #CarFreeDay, experiencing more than 27km of closed roads and hundreds of activities. See how the event transformed our city. #LetLondonBreathe

View all 82 comments  
22 September

**Jono Kenyon**  
@Jono\_Kenyon

Great to see @pedalmeapp and a wonderful feature on #CarFreeDay on @BBCLondonNews First time I've felt the day was invested in. Bravo @tfl and everyone making it work.



22:33 · 22/09/2019 · Twitter for Android

## Event feedback

Today was London's biggest ever #CarFreeDay! London stood with cities all over the world in reimagining our amazing city without cars and embraced walking, cycling and even dancing 🕺🕺🕺 #LetLondonBreathe



## Leading the way...

**Bruce McVean** @bruce... · 22/09/2019  
World Car Free Day 2019 – in pictures #CarFreeDay #OpenStreets theguardian.com/cities/gallery...

3 7 14

**Walk\_and\_cycle**  
@Walk\_and\_cycle

Replying to @brucemcvean and @willnorman

No pictures of Manchester @ManCityCouncil

**CJ**  
@buejoll

Replying to @brucemcvean and @willnorman

You can't keep shirking the elephant in the room, @MetroMayorSteve . Next year. World Car Free Day in Liverpool. Make it happen. @Merseytravel

**Sinabhfuil**  
@Sinabhfuil

Replying to @willnorman

Whereas Dublin had one street locked off with crowd control barriers in corridors & many security staff. Quick, someone tell @DubCityCouncil about planters & friendliness

## Partner support

**NHS London**  
@NHSEnglandLDN

It's #CarFreeDay and the NHS in London is pleased to be supporting @SadiqKhan's campaign to reduce car use across the capital 🚲 @MayorofLondon london.gov.uk/reimagine



I would really encourage all of you to walk to the tube.

18.2K views

**Jack Cornish**  
@cornish\_jack

Great to meet @SadiqKhan for the grand opening of London #CarFreeDay. Now going for a tour of wonderful car free streets with @willnorman, @AccessSport & @LDN\_LS 🚲🚲🚲



11:26 · 22/09/2019 · Twitter for Android

13 Retweets 92 Likes

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries	20/01/2020
<b>Subject:</b> City Outdoor Arts Programme: 2019 performance evaluation report	<b>Public</b>
<b>Report of:</b> Peter Lisley, Director of Major Projects	<b>For Information</b>
<b>Report author:</b> Nick Bodger, Cultural and Visitor Development Director	

## Summary

This report provides an overview of the achievements of the 2019 Outdoor Arts Programme including *Fantastic Feats: The Building of London* and associated activities in Guildhall Yard (eg Lunch Markets) and Aldgate Square.

Assessing performance against the golden thread principles agreed by your Committee in October 2016 when the Programme was first established, headlines this year include the securing of more than double the value of the Programme's core budget through partnership; a record number of events delivered in more outdoor City spaces than ever before; quadruple the number of new commissions, with audiences rating these as 'very good' being the highest in the Programme's history; and a rise of 71% in attendances year-on-year with the programme's resonance demonstrated through significant increases in domestic visitors from outside of London and from overseas.

## Recommendation(s)

Members are asked to:

- Note the contents of this report.

## Main Report

### Background

1. Following consultation with relevant Members, officers and stakeholders, a proposal for a successor model to the City of London Festival was presented to your Committee in October 2016. As part of that proposal, it was agreed that funding previously allocated to the festival would be allocated to Town Clerk's (Cultural Services) for a period of three years to enable delivery of an annual Outdoor Arts Programme. In December 2018, your Committee agreed to extend the funding term for a further five years (to 2024/25)



2. From the outset, it was agreed that delivery of the new Outdoor Arts Programme would align with a set of principles which form a 'golden thread' against which performance evaluation is monitored. Those principles are to:
  - a. Work in partnership;
  - b. Enliven and open up City spaces;
  - c. Produce excellent and innovative work; and
  - d. Attract new audiences, particularly from the City worker group.
3. It was also agreed that the Guildhall Yard Public Programme (eg lunch markets) and the cultural elements of any major London or national events to which the City Corporation contributes (eg London Landmarks Half Marathon) would be supported by the team established to deliver the new Programme. In addition, with funding from The Aldgate Partnership, the team took responsibility for delivering an annual programme of events in Aldgate Square in 2019.
4. Since its inception, the Outdoor Arts Programme has taken a major theme each year, programming "hero" or hook events and inviting City and City Corporation stakeholders to contribute to an umbrella programme which the team has also publicised. This model has delivered significant dividends noting that these stakeholders, in turn, promote the programme to their audiences so extending marketing reach.
5. Launching with the theme *Londinium* in 2017 which celebrated the City's Roman past, and followed by *Women: Work and Power* in 2018, an exploration of women's rights and achievements tied closely with the centenary of women's suffrage, this year's Outdoor Arts Programme focussed on City and London architectural and engineering achievements.
6. Entitled *Fantastic Feats: The Building of London*, the 2019 programme was tied to key City and London anniversaries including the 200<sup>th</sup> birthdays of Sir Joseph Bazalgette and Sir Horace Jones, 125 years since Tower Bridge was completed, and 150 years since Blackfriars Bridge and Holborn Viaduct first opened. The launch of the Illuminated River was also a key component of the programming.
7. In 2020, events and activities will focus on themes of tolerance, freedom, diversity and worship. *Believe! Stories of faith, freedom and football* takes its inspiration from another set of City and London anniversaries as well as major London events. These include 400 years since the Mayflower set sail, 850 years since the murder of Thomas Becket (born in Cheapside), 150 years of the United Synagogue (whose records are held at the London Metropolitan Archives), the first major Mela to be held in Aldgate Square and the Euro 2020 championships.
8. The results presented in this report are drawn from a number of sources. These include internal data collection as well as an extensive audience survey delivered by the Audience Agency and a survey of Yard lunch market attendees by Infocorp Ltd. Reports are available on request from the Director of Major Projects.

## Current Position

### Partnerships

9. Reporting against the golden thread principles outlined in item 2 above, the 2019 Programme (across *Fantastic Feats* (FF) events) and associated programmes (Guildhall Yard and Aldgate Square as well as major London and national events), attracted 32 partners. This compares to 37 in 2018 and 22 in 2017, a decrease of 14% and increase of 45% respectively.
10. While the decrease against 2018 may seem disappointing, it is worth noting that this year's programme delivered £120k in cash sponsorship and £316k in benefit in kind (BIK) through partnership. This compares with £8.9k sponsorship and £0.5k BIK in 2018, and £37k BIK in 2017 when no sponsorship was achieved.
11. In percentage terms, the overall value of partnership has therefore increased by 4,538% on 2018, and 1,078% on 2017, highlighting the significant and concerted efforts of the Outdoor Arts team to proactively use programming funds to attract match support from co-commissioners and other sponsors and to deliver greater value for the City Corporation across its cultural output. This is borne out by the number of events produced or facilitated by the team this year, climbing to 129 for 2019 from 82 in 2018 and 66 in 2017, rises of 57% and 95% respectively.
12. Of the 32 partnerships achieved this year, the most significant is that established with Greenwich + Docklands International Festival which – given the success achieved by the collaboration – has led to the Festival committing to a second year of partnership in 2020. This delivers a programming and marketing legacy, enabling new commissioning and driving new audiences, while helping to cement the City Corporation's strategic destination alliance with Visit Greenwich.
13. Similarly, newly established partnerships with the Aldgate Partnership (funding), Whitechapel Gallery's *Nocturnal Creatures* programme (through Sculpture in the City), and Culture Mile all look likely to be repeated next year, helping further to strengthen the programme's appeal locally while supporting internal and external stakeholders who play a significant role in the City's overall cultural offer.

### City spaces

14. Against the second golden thread principle – to enliven and open up City spaces – the 2019 programme animated 31 unique spaces. This includes the major *Thank You For Having Us* event which used Cheapside, New Change and St Paul's Churchyard to host audiences of around 3,000, while delivering the first major City-produced on-street performance event in this area since *Celebrate the City* in 2012.
15. In comparison to previous years, the total number of spaces animated in 2019 shows strong and steady growth with 27 animated in 2018 and 15 in 2017, increases of 15% on 2018 and 106% on 2017.

## Excellent and innovative work

16. The third principle outlined in item 2 (programming excellent and innovative work) is measured by the number of new commissions undertaken and the satisfaction ratings of the audiences engaged with them.
17. In 2019, 30 new commissions were undertaken across *Fantastic Feats* and its associated programmes. This compares to seven in 2018 and five in 2017, delivering increases of 329% and 500% respectively.
18. In terms of legacy, the *Liminal* sculpture (a joint commission with the London Festival of Architecture) is moving to Newstead Abbey on a permanent basis, subject to planning consents being achieved, *Volo: Dreams of Flights* and *Thank You for Having Us* are set to tour nationally and internationally, and *Bodies in Urban Spaces* has inspired a new temporary exhibition in the City Centre on Basinghall Street.
19. While delivering benefits for audiences, destinations and programmes locally, nationally and across the world, the commissioning of these works and their association with the City, helps to amplify the Outdoors Arts Programme at a global level, and build the City Corporation's reputation as a significant investor in new and innovative work.
20. For overall satisfaction, 54% of *Fantastic Feats* audiences rated their experience as very good, a climb of 10% on 2018 and 3% on 2017. This is clearly an endorsement of the quality of events delivered and indicates that more people considered the work shown to be excellent than in any year previously.
21. However, those rating their experience as good was down on both years with only 30% choosing this rating in 2019 compared to 49% in 2018 and 39% in 2017. This brings those satisfied at a good or very good level down to 84% from 93% and 90% in 2018 and 2017 respectively.
22. This may reflect similar observations over 2019 across activities in other London programmes and could be a result of wider feelings of dissatisfaction within the UK. If this is the case, the climb in those rating their experience as very good this year is all the more notable, suggesting a significant rise in the quality of events programmed.
23. Similarly, the reduction in those rating their experience as good may be due to a larger number of "Metroculturals" being engaged with this year's programme (a rise of 7% year-on-year). This group, as identified in the profiling tool Audience Spectrum, are more culturally engaged than others and so can be more critical of cultural experiences. If this is the case, it again indicates that the 10% climb in a very good rating acknowledges an exceptional year for quality of events.
24. The rise in the Metrocultural segment this year is likely borne of a reduction in press coverage (see item 35 below) resulting in more audiences being engaged through City Corporation and partner cultural feeds on social media.



## New audiences

25. The principle of attracting new audiences is measured across a series of criteria. The first of these is the number of those engaging with an event. In 2019, 96k engaged with a *Fantastic Feats* event or associated activity (eg in Guildhall Yard or Aldgate Square). This compares to 56k in 2018 and 61k in 2017, a rise of 71% and 57% respectively and so suggests a significant increase in new audiences this year.
26. For the sake of comparison, the above totals do not include major pan-London events such as London Landmarks Marathon for which City-only attendance is difficult to assess or on-street exhibitions produced or facilitated by Programme in areas of high footfall where a formula of 2% of passing pedestrian traffic is used to calculate engagement (as this can distort figures when footfall is very high).
27. The Outdoor Arts Programme has always sought to engage City workers. In 2019, it is estimated that 32% of audiences for *Fantastic Feats* were from this group. This compares to 35% in 2018 and 31% in 2017, a fall of 3% on last year and a rise of 1% on 2017. With a margin of error calculated across all figures of 5%, the slight fluctuation presents no cause for concern and suggests that City worker representation has stayed broadly the same, at around one third of all audiences.
28. A survey of audiences at Guildhall Lunch Markets was, this year, undertaken for the first time. This suggests that 79% of visitors to these events are from the City worker group, 64% of them being 39 or younger (a younger demographic than for most City Corporation funded cultural activities). Ninety five percent of these audiences considered the markets good for the City's image, with 90% believing that they enhance a sense of community in the City.
29. The representation of BAME communities amongst *Fantastic Feats* audiences has slightly increased on 2017 figures (a rise of 1% on those identifying as Black or Black British, and 2% on those identifying as Asian or Asian British), and is slightly down (by 1%) for Asian or Asian British audiences against 2018. However, representation of Black or Black British communities is significantly reduced when compared to 2018 (down 11%) when events such as the *British Barbadian Nursing Revolution* and other activities targeting this segment were programmed.
30. That said, diversity is still at the heart of the Programme, with events taking place this year targeting LGBTQ, Asian and South American audiences. These included a Diwali lunch market (Yard), a Columbian Fiesta (Aldgate), *Notice Me* (LGBTQ focus, Aldgate), a small-scale Mela (Yard) and *Fiesta de Mexico* (Yard) which attracted well over 5,000 attendees. Most of these events fell outside of the scope of the appointed evaluation agency which focussed on *Fantastic Feats* programming only, albeit the demographics of such audiences are not currently recorded in any case. It is hoped, in future years, that an extended list of

ethnicities and characteristics may be captured to include a larger number of ethnicities.

31. It is worth noting is that next year's *Believe!* programme with its themes of diversity, worship and tolerance and including a large-scale Mela in Aldgate Square, exhibitions exploring native Americans and Judaism and other targeted events, will capture a larger and more diverse demographic than the programme has seen in any previous year.
32. Particular gains under the new audiences' principle for this year were seen in visits from those outside London (supporting the Programme's role as a vehicle to drive tourism and demonstrating its growing resonance). This year, 64% of audiences were from London, 17% from elsewhere in the UK and 19% from overseas. This compares to 73% London, 13% UK, and 13% overseas in 2018, and 90% London, 5% UK and 5 % overseas in 2017.
33. This delivers increases of 4% in domestic audiences and 6% in those from overseas against 2018, and 12% and 14% respectively against 2019. Noting the growth in audiences overall (see item 26) and thus the growth of the segments, the drops of 9% on 2018 and 26% on 2017 in the London contingent of audiences is actually growth in real terms, with 61k Londoners enjoying events in this year's programme against 41k in 2018 and 55k in 2017.
34. All other captured profile characteristics for this year are broadly aligned with previous years.

### **Press and PR**

35. Press and PR coverage of *Fantastic Feats* has been disappointing across the year, albeit comparisons are not helpful given the increased scope of the programme and thus the growth of the number of events requiring coverage. A number of hypotheses have been offered to explain this, not least of these is the focus on political issues within the news.
36. This has not impacted on audience numbers however, with capacity audiences achieved at many events this year – a result of increased and concentrated campaigning through social media, both internally and through the channels of our partners, stakeholders and umbrella event contributors.

### **Corporate & Strategic Implications**

37. The City's Outdoor Arts Programme aligns with all aims within the City Corporation's Corporate Plan delivering the specific outcomes:
  2. People enjoy good health and wellbeing
  3. People have equal opportunities to enrich their lives and reach their full potential
  4. Communities are cohesive and have the facilities they need
  7. We are a global hub for innovation in financial and professional services, commerce and culture
  10. We inspire enterprise, excellence, creativity and collaboration

38. The programme significantly supports the City's Cultural Strategy 2018/22 in that it can clearly evidence its impact in shifting perceptions about the City as a cultural hub (a key driver of the Strategy's vision). It also supports six of the Strategy's ten objectives: to transform City spaces, deliver cultural excellence, promote our cultural strengths, widen audiences, engage with City business, and connect with the wider cultural ecology of London.

39. It is also closely aligned with the City's Visitor Destination Strategy 2019/23 in that it supports five of Strategy's 10 priorities: to exploit our capacity, to share the City's great story, to create and curate a portfolio of new experiences, to develop our assets and stakeholders, and to support London and the UK.

## **Conclusion**

40. The success of the Outdoor Arts Programme is growing. Working in partnership, it continues to attract new audiences to the City, commission excellent and innovative work and enliven City spaces. Furthermore, it has, this year, excelled in the size of audiences it has attracted and the sponsorship and benefit-in-kind it has secured, over doubling the value of its core local budget to deliver significantly more major events, many of international standing.

41. The Outdoor Arts Programme is a great complement to the City's cultural offer, attracting audiences not widely catered for across existing (indoor) programmes, and delivering populist outdoor activities that may be enjoyed by all. As noted in previous reports: following six years of Audience Finder research and analysis (2013-2018), it has become a consistent and demonstrable fact that outdoor arts attract a wider-ranging and more diverse audience that is more truly representative of the total population than those attracted by other artforms. As such, it is often argued that free, outdoor arts events are the most democratic artform.

42. These assertions are evidenced by the results shown in this report.

## **Appendices**

- None

### **Nick Bodger**

Cultural and Visitor Development Director

T: 020 7332 3263

E: [Nick.Bodger@cityoflondon.gov.uk](mailto:Nick.Bodger@cityoflondon.gov.uk)



This page is intentionally left blank

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries Committee	20/01/2020
<b>Subject:</b> Trustees Annual Report and Financial Statements for the Year Ended 31 March 2019 – Keats House	<b>Public</b>
<b>Report of:</b> The Chamberlain Director of Open Spaces	<b>For Information</b>
<b>Report author:</b> Graham Nickless – Chamberlain’s Department	

### Summary

The Trustee’s Annual Report and Financial Statements for the Year ended 31 March 2019 for Keats House are presented for information.

### Recommendation(s)

It is recommended that the Trustee’s Annual Report and Financial Statements for the 2019/20 Financial Statements be noted.

### Main Report

1. The Trustee’s Annual Report and Financial Statements 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 BDO LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.
2. Following on from a previous review of the charities for which the City is responsible, (completed in 2010), which detailed key reports that should be presented to your Committee. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual Return to the Charity Commission. Since this undertaking the City Corporation has recently approved that a further comprehensive review be undertaken across all of its charities, the outcome of which will be reported to this committee in due course.
3. The Trustee’s Annual Report and Financial Statements will be submitted to the Charity Commission within the regulatory deadline of 31 January 2020.

### Appendices

- Appendix 1 – Keats House Report and Financial Statements for the year ended 31 March 2019

**Graham Nickless**

Senior Accountant – Chamberlain’s Financial Services Division, Citizen Services

T: 020 7332 3277

E: [graham.nickless@cityoflondon.gov.uk](mailto:graham.nickless@cityoflondon.gov.uk)



***KEATS HOUSE***

***REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019***

***Charity Number: 1053381***

# KEATS HOUSE

## Trustee's -Annual Report and Financial Statements for the year ended 31 March 2019

<b>Contents</b>	<b>Page</b>
Trustee's Annual Report	2-13
Independent Auditor's Report	14-16
Statement of Financial Activities	17
Balance Sheet	18
Notes to the Financial Statements	19-32

# KEATS HOUSE

## Trustee's Annual Report for the year ended 31 March 2019

### 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:	BDO LLP 55 Baker Street London W1U 7EU

### 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 trustee**

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. 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 14 to the accounts on page 32 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 4 risks which have been identified. These are:

- Poor repair and maintenance of buildings;
- 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.

#### Charity Governance Code

The Charity Governance Code was published in July 2017. The charity is supportive of the Code and its aim to assist in the development of high standards of governance throughout the sector. The Trustee is currently considering application of the recommended practice to the work of the charity.

### 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 2018-19 and review of achievement were:**

1. **To develop plans for our Keats200 programme, celebrating the 200<sup>th</sup> anniversary of John Keats's time at the House, 1818 – 1821**

Following the appointment of a new Principal Curator in March 2018, plans were developed to celebrate the bicentenary of Keats living at Wentworth Place. A partnership, initially consisting of Keats House, the Keats Foundation and The Keats-Shelley House in Rome, was agreed along with a logo which could be used to promote the associated programme.

The Keats200 programme launched on 1 December 2018 to coincide with the 200<sup>th</sup> anniversary of John Keats being invited to live at Wentworth Place (now Keats House). The day featured the recreation of an historic walk from Well Walk across Hampstead Heath to the House, which was thrown open for free with a programme of talks and activities for all. Over 200 people visited the House on that day alone and for many this was their first experience of visiting. Further Keats200 events have been delivered in January, to coincide with the 200<sup>th</sup> anniversary of the writing of 'The Eve of St Agnes', featuring a dramatized reading of the poem.



# KEATS HOUSE

## Trustee's Annual Report (continued)

### 4. Achievements and Performance (continued)

#### Key targets for 2018-19 and review of achievement (continued)

In addition to celebrating specific anniversaries to increase awareness of this special period in Keats's life, Keats200 is being developed to comprise a number of strands of activity which will help deliver our aims and objectives as detailed below.

#### 2. To grow and diversify our audiences by working creatively with partners to deliver an engaging and relevant programme of exhibitions and events

The 'Keats and Milton: Paradise Lost' exhibition, which opened in December 2017, closed on Sunday 25 November 2018. Although it is not possible to determine the number of visits specifically to the exhibition due to its location within the House itself, 11,686 people visited the House during this period.

Our new 'Keats at Wentworth Place' exhibition opened on Saturday 1 December 2018, to coincide with the launch of the Keats200 programme. The exhibition is designed to evoke what Hampstead would have been like two hundred years ago through images from the collections of London Metropolitan Archives, a newly developed sound installation, specially designed costume and literary quotes. In addition to the gallery on the first floor, a sound installation has been integrated into Keats's Parlour and a letter from Mrs Dilke to Fanny Keats confirming that John Keats was 'living next door' was put on display in Charles Brown's Parlour on the ground floor of the House.

One of the key aims of the Keats200 bicentenary programme is to bring the work of Keats to new audiences. We seek to work with a wide range of partner organisations to achieve this.

Keats House have formed a partnership with Chickenshed Young Company to develop a youth-led theatre production on the themes of Keats's life and works for performance in schools and cultural venues. Planning for this is underway with the aim of delivering developmental workshops in summer 2019, leading to performances in 2020 through to 2021.

During 2018/19 Keats House programmed 95 public events, attracting 3,312 people. Many were delivered in partnership with literary, academic or community organisations. Highlights included:

- A number of poetry readings curated by Poet in Residence Hannah Lowe, including the launch of her chap book resulting from the residency: 'The Neighbourhood'.
- The Keats House Poetry Ambassadors' series of themed readings by our volunteers continues to be a popular part of our programme. 'Afternoon poems' is held on the second Sunday of each month and the Poetry Ambassadors also supported special events for Remembrance Sunday, the Eve of St Agnes and 'Bazalgette day' at London Metropolitan Archives.
- Our monthly Family Days continue to provide free craft and literary activities for families, with themes inspired by Keats House, his writing and the gardens.

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 4. Achievements and Performance (continued)

#### Key targets for 2018-19 and review of achievement (continued)

- Four 'Late Night Keats' events were held in May, October and December 2018 and February 2019, allowing visitors to experience the House and poetry in a uniquely atmospheric context, whilst also generating income to support the wider public programme. A wide range of emerging and established poets performed their work at Keats House, in partnership with Templar Poetry, and through independently organised readings.
- 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, and their participation in the Keats200 bicentenary programme.
- Keats House again took part in Open House London and was visited by over 740 people on the weekend of 22 – 23 September 2018.
- In October 2018, the Keats House poets and guest artist Tanya D'Souza hosted a special event for Black History Month. This was the first event specifically for BHM to be held at Keats House with the evening featuring drumming and poetry writing workshops.
- 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 September 2018, achieving an overall score of 81% and maintaining its Accredited status.

#### 3. To deliver a learning programme which supports social mobility for children and young people, families and adult learners

A part time Education Officer continues to co-ordinate, deliver and support taught sessions and group visits to Keats House and Gardens for a range of educational organisations. Between April 2018 and March 2019, 70 sessions were delivered to over 40 different establishments. This resulted in 713 primary school students, 779 secondary school students and over 220 adults, made up of higher education students, teachers and assistants, taking part in the formal learning programme at Keats House.

In addition, a five-day Summer School was delivered in 2018, which saw 36 students from seven schools take part in a four-day programme of creative writing workshops and activities, including meeting published poets, at Keats House. This resulted in a total of 123 instances of engagement with the arts for young people.

Keats House are one of 16 cultural organisations across London offering a trainee placement as part of the 'New Museum School'. This initiative is being led by Culture& who have received Heritage Lottery Fund funding to work with sector organisations such as A New Direction and CreateJobs to diversify entry routes to the heritage sector. Our trainee began in October 2018 and will work with us full-time through to September 2019, following an NVQ in Cultural Heritage. She is leading on new ways of connecting with audiences including social media and other digital engagement.

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 4. Achievements and Performance (continued)

#### Key targets for 2018-19 and review of achievement (continued)

In December 2018, the City of London Corporation's Culture, Heritage and Libraries Committee approved changes to our ticket price structure with the aim of ensuring that more young people and local people could enjoy access to Keats House. From 1 April 2019, the age of free entry was raised from 17 or under to 18 or under, to ensure that everyone of compulsory education or training age could visit the House. In addition, a special £2 community ticket rate for residents of the London Borough of Camden and the City of London was introduced for the period of the Keats200 celebrations.

Keats House is a member of CultureMile Learning, one of the City Corporation's key initiatives to improve social mobility and support the development of fusion skills for young people. We are specifically involved in supporting the Young City Poets Programme and developing evaluation and the 'Bundle Days' offer for schools across the partner network.

Free family workshops continue to be provided as part of our year-round events programme, and these creative, hands-on learning activities are particularly targeted to families with children aged five to eleven. The two-hour sessions run on the third Sunday of each month and were enjoyed by 349 children and adults over the past year.

#### 4. To care for and improve access to our Grade I listed building and historic collections

In 2018/19 plans were progressed to put in place a sustainable cyclical works programme to preserve and maintain Keats House (Grade I listed) and Ten Keats Grove (Grade II listed). These arose from the overall condition survey of Keats House and Ten Keats Grove conducted in 2017/18.

The City Surveyor's Department led major projects to replace the central heating system, improve the safety of the electrical systems in Ten Keats Grove and restore a glass canopy at the rear of the building. A separate project was delivered to adapt an internal staff toilet area into a secure storage room for the use of Keats Community Library as the building's licence holders.

Following the application for funding from LB Camden's Community infrastructure Levy grants programme, plans were developed to improve the pathways, path lighting and public toilets at 10 Keats Grove, along with a proposal for a new entrance to the museum. These were displayed during Open House London weekend in September and submitted to LB Camden in March 2019, with a decision expected in spring / summer 2019.

A number of projects have now been prioritised for the repair and future preservation of Keats House itself. These major investment projects funded by the City Corporation will be delivered in 2019/20, to ensure Keats House can continue to be accessed and enjoyed by future generations.

The gardens, which form an essential and much-loved aspect of the heritage site, are maintained by volunteers from Heath Hands, supported by Open Spaces officers. This year they delivered events for Open Garden Squares Weekend and were awarded 'Silver Gilt' in our first entry into London in Bloom's Walled Garden category.

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 4. Achievements and Performance (continued)

#### Key targets for 2018-19 and review of achievement (continued)

#### 5. To increase earned and charitable income

Keats House continues to be open to the public Wednesday – Sunday, 11am – 5pm.

We offer free and half price entry to Art Fund and National Trust members respectively, as well as reduced rate entry to seniors and concessions, with children aged 17 and under being admitted free. This pricing structure generated income from admissions to the House amounting to £44,451 in 2018/19.

The shop continues to offer a small but attractive range of merchandise, including Keats House branded souvenir products. The increasing number of people visiting the House along with the quality of our merchandise resulted in an increase in shop sales to £26,365 in 2018/19.

The private hire offer continues to generate an additional source of income to the charity and is promoted via the City of London's web pages, as well as our What's On Guide and posters on site.

Approximately 70 private hires generated just under £15k income for the Charity in 2018/19.

The licence for Keats Community Library to occupy Ten Keats Grove also contributes to our income, along with charges for taught sessions for schools and image licencing.

#### 6. To become more actively engaged with our local community

Keats House continues to be a valued heritage asset in its local community of Hampstead and Camden as well as the cultural life of London and beyond. The City Corporation's management of Keats House along with the Open Spaces of Hampstead Heath and Highgate Wood in particular, has helped foster local interest and engagement and led to valuable connections through the respective Consultative Committees.

The close association which exists between Keats House and Keats Community Library, which operates from the Ten Keats Grove building adjacent to the House itself, has been further strengthened by joint planning, complementary events programming and mutual promotion of each other's services.

Many volunteers are either local residents or have connections with other local organisations, thus strengthening our community networks and partnerships.

Keats House participated in Hampstead Art Fair in June 2018, to promote awareness of Keats House and its events programme amongst local residents.



# KEATS HOUSE

## Trustee's Annual Report (continued)

### 4. Achievements and Performance (continued)

#### Key targets for 2018-19 and review of achievement (continued)

As referred to above, free open days and events programming, along with the approval of a special community ticket price for local residents to be introduced from April 2019, have all been initiated in 2018/19 with the aim of strengthening our position within the local community we serve.

Publicity continues to be mainly through our seasonal events brochure, which is produced and distributed three times a year. In December 2018, this was re-designed to incorporate our Visitor Guide and What's On listings, to better promote the range of our offer to visitors and non-visitors alike. This is supplemented by specific flyers and social media postings, with a continued presence on the City of London Corporation website. Our increasing use of social media helps us form new connections and networks and promote the House and Keats's work. By March 2019, @keatshouse had over 5,000 followers on Twitter (a c. 15% increase over a 12 month period). Facebook likes increased from 3,410 to 3,601 (+6%) over a similar period and our Instagram channel has grown from c.370 in April 2018 to over 1,000 followers (+170%) as at March 2019.

As a result of the above activities, the Trustee has had due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

#### KPIs for 2018/19

1. To increase visitor numbers by 3%.  
2018/19 target = 24,246; 2018/19 outturn 26,055 comprised of admissions to the House, educational visits and event attendees, as well as an estimate of garden visitors.
2. To maintain high or increase Net Promoter Score as an indication of customer satisfaction at Keats House.  
2018/19 target = >82; 2018/19 outturn = 71
3. To increase revenue through retail and private hire by 5%.  
2018/19 target = retail £9,645 and private hire £17,771; 2018/19 outturn = retail £13,270 and private hire = £14,810

### 5. Plans for Future Periods

The overarching priorities which will guide all of our objectives and activities for 2019/20 are:

- Progress access improvements at Keats House
- Deliver Keats200 bicentenary programme
- Implement Keats House Activities Plan for 2019/20
- Draft the Keats House Management Plan, 2020 – 23

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 5. Plans for Future Periods (continued)

#### KPIs for 2019/20

1. To increase visitor numbers to Keats House by 3%.
2. Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House. (2018/19 score = 71%)
3. Achieve budgeted income and expenditure targets for Keats House Charity.

### 6. Financial Review

#### Review of financial position

Total expenditure for the year were £480,333 (2017/18: £476,978) and total income was £573,470 (2017/18: £503,812) of which the City of London Corporation contributed £447,132 (2017/18: £360,407). The reason for the increase in expenditure is mainly due to £72,924 (2017/18: £nil) for the financing of a new heating system at Keats House, breakdown cost of £43,344 (2017/18: £nil), increased employee costs £232,196 (2017/18: £226,546) partly offset by cyclical works program costs falling by 51% to £31,430 (2017/18: £62,043). In addition, there were costs associated with the CIL funded access improvements project of £5,298 (2017/18: £9,018).

Included in the increased City of London Corporation deficit funding contributions, is the incoming recharge for officer time spent on Committee activities of £17,000 (2017/18: £17,000). In addition, there were CIL grant receipts relating to the Access Improvement Project of £5,298 (2017/18: £9,018). Total funds of £346,003 (2017/18: £252,866) includes restricted funds of £102,121 (2017/18: £102,121) and unrestricted funds of £243,882 (2017/18: £150,745). General fund currently stands at £170,958 (2017/18: £145,689), therefore funds are available for the Keats200 Programme to be delivered in 2019/20.

#### Reserves Policy

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.

#### 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).

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 6. Financial Review (continued)

#### Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fund raising as “soliciting or otherwise procuring money or other property for charitable purposes”. Such amounts receivable are presented in our accounts as “voluntary income” and includes legacies and grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who is accountable to the trustee.

The charity is not bound by any undertaking to be bound by any regulatory scheme and the charity does not consider it necessary to comply with any voluntary code of practice.

We have received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times. As we do not approach individuals for funds we do not consider it necessary to design specific procedures to monitor such activities.

### 7. Disclosure of Information to the Auditor

At the date of approval of this report, the Trustee confirms that:

- so far as they are aware, there is no relevant audit information of which the Auditor is unaware; and
- the Trustee has taken all the steps that it ought to have taken in order to make itself aware of any relevant audit information and to establish that the Auditor is aware of that information.

### 8. 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.

# KEATS HOUSE

## Trustee's Annual Report (continued)

### 8. Statement of Trustee's Responsibilities (continued)

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.

### 9. Adopted and signed for on behalf of the Trustee on 13 November 2019.

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 2019



# KEATS HOUSE

## Independent Auditor's Report to the Trustee of Keats House

### *Opinion*

We have audited the financial statements of Keats House (the Charity) for the year ended 31 March 2019 which comprise the statement of financial activities, the 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 Financial Reporting Standard 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 2019 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 relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other 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 opinion.

### *Conclusions related to going concern*

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

- the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustee has 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 other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustee is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## KEATS HOUSE

### **Independent Auditor's Report to the Trustee of Guildhall Library Centenary Fund (continued)**

#### *Other information (continued)*

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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustee Annual Report; or
- adequate 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 the Trustee*

As explained more fully in the Trustee responsibilities statement, the Trustee is 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 Trustee determines 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 Trustee is 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 Trustee 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*

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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, 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.

## KEATS HOUSE

### **Independent Auditor's Report to the Trustee of Guildhall Library Centenary Fund (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 at the Financial Reporting Council's ("FRC's") website at:

<https://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 trustee, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the Charity's trustee 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 the Charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Condron (Senior Statutory Auditor)  
For and on behalf of BDO LLP, statutory auditor  
London

Date 16 December 2019

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

# KEATS HOUSE

## Statement of Financial Activities for the year ended 31 March 2019

	Notes	2018/19		Restricted Funds	2018/19	2017/18
		Unrestricted General Funds £	Designated Funds £		Total Funds £	Total Funds £
<b>Income from:</b>	3					
Donations and Legacies		376,817	72,924	5,298	<b>455,039</b>	388,117
Income from Investments		49	-	-	<b>49</b>	27
Income from charitable activities		118,382	-	-	<b>118,382</b>	115,668
<b>Total income</b>		<u>495,248</u>	<u>72,924</u>	<u>5,298</u>	<b>573,470</b>	503,812
<b>Expenditure on:</b>	4					
Expenditure on Raising Funds		13,095	-	-	<b>13,095</b>	12,746
Expenditure on Charitable activities		461,940	-	5,298	<b>467,238</b>	464,232
<b>Total expenditure</b>		<u>475,035</u>	<u>-</u>	<u>5,298</u>	<b>480,333</b>	476,978
<b>Net income</b>		20,213	72,924	-	<b>93,137</b>	26,834
<b>Transfers between funds</b>		5,056	(5,056)	-	-	-
<b>Net movement in funds</b>		<u>25,269</u>	<u>67,868</u>	<u>-</u>	<b>93,137</b>	26,834
<b>Reconciliation of funds</b>						
Total Funds brought forward	13	145,689	5,056	102,121	<b>252,866</b>	226,032
<b>Total Funds carried forward</b>	13	<u>170,958</u>	<u>72,924</u>	<u>102,121</u>	<b>346,003</b>	252,866

All operations are continuing.

Details of the analysis of amounts between restricted and unrestricted funds is shown in Note 13 to the accounts.



## KEATS HOUSE

### Balance Sheet as at 31 March 2019

	Notes	2019 £	2018 £
<b>Heritage assets</b>	7	<b>100,000</b>	100,000
<b>Fixed assets</b>	8	<b>72,924</b>	-
		<b>172,924</b>	100,000
<b>Current assets</b>			
Stock	9	12,007	12,026
Debtors	10	7,261	35,075
Cash at Bank and in Hand		167,839	131,801
		<b>187,107</b>	178,902
<b>Current Liabilities:</b>			
<b>Creditors: Amounts falling due within one year</b>	11	<b>(14,028)</b>	(26,036)
<b>Net Current Assets</b>	12	<b>173,079</b>	152,866
<b>Total Assets less Current Liabilities</b>		<b>346,003</b>	252,866
<b>The funds of the charity:</b>			
Unrestricted funds			
- General Funds	13	170,958	145,689
- Designated Funds	13	72,924	5,056
Restricted funds	13	102,121	102,121
<b>Total charity funds</b>		<b>346,003</b>	252,866

The notes at pages 19 to 32 form part of these accounts.

Approved and signed for and on behalf of the Trustee.

---

Dr Peter Kane  
Chamberlain of London  
16 December 2019

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 1. Accounting Policies

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

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

The financial statements of Keats House, which is a public benefit entity under FRS102, have been prepared under the historical cost convention, and in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Charities Act 2011.

(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 2019 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://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 cost. 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 2019

#### 1. Accounting Policies (continued)

(f) **Fixed Assets (continued)**

**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 1 January 1997. The buildings comprise the Grade 1 listed Keats House itself valued at £2,019,267 (2017/18 £1,861,075), (for insurance purposes) and a 1930s building called the Heath Library valued, for insurance purposes, at £1,262,466 (2017/18 £1,163,563). 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.

**Tangible Fixed Assets**

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Operational buildings	30 to 50
Landscaping/Conservation	up to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 25
Infrastructure	up to 20
Heavy vehicles and plant	5

(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 £608.6m as at 31 March 2019 (£592.6m as at 31 March 2018). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustee does not anticipate that

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 1. Accounting Policies (continued)

(j) *Pension Costs (continued)*

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. The next actuarial valuation of the Scheme was carried out as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023. There are no outstanding or pre-paid contributions at the balance sheet date.

(k) *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 and any grants which have been received for a specific activity. The City of London Corporation is committed to fund the ongoing operational costs of the Charity.

(l) *Significant Management Judgements And Key Sources Of Estimation And Uncertainty Accounting*

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

#### 2. Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.



## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 3. Income

Following a review of reporting in the prior year, the charity noted that restricted income and corresponding expenditure had not been recorded as such within the Financial Statements. As at 31 March 2018, unrestricted funds included restricted funds of £2,121 which the Trustee does not consider to be material, were carried forward.

The following note details the adjustments that have been made as a result.

	Unrestricted Funds 2018/19		Restricted Funds 2018/19	Total Funds 2018/19
	£	£	£	£
	General Funds	Designated Fund		
<b>Income from:</b>				
<b>Donations and Legacies</b>				
City of London Corporation funding	374,364	72,924	-	447,288
Other Contributions/grants	-	-	5,298	5,298
Donations	2,453	-	-	2,453
<b>Total Donations and Legacies</b>	<b>376,817</b>	<b>72,924</b>	<b>5,298</b>	<b>455,039</b>
<b>Income from Investments</b>	<b>49</b>	<b>-</b>	<b>-</b>	<b>49</b>
<b>Income from charitable activities</b>				
Sales of souvenirs and books	26,365	-	-	26,365
Admission charges	45,570	-	-	45,570
Charges for services	46,447	-	-	46,447
<b>Total income from charitable activities</b>	<b>118,382</b>	<b>-</b>	<b>-</b>	<b>118,382</b>
<b>Total Income</b>	<b>495,248</b>	<b>72,924</b>	<b>5,298</b>	<b>573,470</b>

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 3. Income (continued)

	Unrestricted Funds 2017/18		Restricted Funds 2017/18	Total Funds 2017/18
	£	£	£	£
	General Funds	Designated Fund		
<b>Income from:</b>				
<b>Donations and Legacies</b>				
City of London Corporation funding	360,407	-	-	360,407
Other Contributions/grants	25,586	-	-	25,586
Adjustment	(25,586)	-	25,586	-
Donations	2,124	-	-	2,124
<b>Total Donations and Legacies (Restated)</b>	<b>362,531</b>	<b>-</b>	<b>25,586</b>	<b>388,117</b>
<b>Income from Investments</b>	27	-	-	27
<b>Income from charitable activities</b>				
Sales of souvenirs and books	21,931	-	-	21,931
Admission charges	40,905	-	-	40,905
Charges for services	52,832	-	-	52,832
<b>Total income from charitable activities</b>	<b>115,668</b>	<b>-</b>	<b>-</b>	<b>115,668</b>
<b>Total Income</b>	<b>478,226</b>	<b>-</b>	<b>25,586</b>	<b>503,812</b>

#### **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 provides a reimbursement of officer time spent on Committee activities.

#### **Other Contributions/grants**

Grants received in respect of the CIL grant for the new Access Improvements project of £5,298, (2017/18: £9,018 and grant from National Heritage in respect of the Young Roots Project £16,568).

#### **Donations**

The total amount received of £2,453 comprises sums deposited in the two collections boxes and other unsolicited sums received. (2017/18: £2,124).

#### **Sale of Souvenirs and Books**

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

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 3. Income (continued)

##### Charges for Services

Charges for services are comprised as follows:

	2018/19 £	2017/18 £
Keats Community Library	25,000	25,000
Private Hire of Keats House	14,810	16,925
Public Events	5,620	9,703
Filming	442	756
Membership Fees	575	420
Other income	-	28
<b>Total</b>	<b>46,447</b>	<b>52,832</b>

Keats Community Library provide a community library service from the building and reimburse the running costs. The licence was renewed in June 2018 to cover the period April 2017 – April 2020. The rental income agreed remained at £25,000 for the new three years agreement.

#### 4. Expenditure

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

	Restricted Expenditure	Unrestricted Expenditure		2018/19
		Activities undertaken directly £	Support costs £	Total Expenditure £
<b>Expenditure on:</b>				
<b>Charitable activities</b>	5,298	382,611	79,329	467,238
<b>Restated Charitable activities</b>	-	-	-	-
<b>Raising funds</b>	-	13,095	-	13,095
<b>Total</b>	<b>5,298</b>	<b>395,706</b>	<b>79,329</b>	<b>480,333</b>

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 4. Expenditure (continued)

	Restricted Expenditure	Unrestricted Expenditure		2017/18
		Activities undertaken directly £	Support costs £	Total Expenditure £
<b>Expenditure on:</b>				
<b>Charitable activities</b>	-	379,735	84,497	464,232
<b>Adjustment</b>	23,465	(23,465)	-	-
<b>Restated Charitable activities</b>	23,465	356,270	84,497	464,232
<b>Raising funds</b>	-	12,746	-	12,746
<b>Total</b>	<b>23,465</b>	<b>369,016</b>	<b>84,497</b>	<b>476,978</b>

**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.

#### *Auditor's remuneration and fees for external financial services*

BDO are the auditors of the City of London Corporation's City's Cash Fund. 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 (2017/18 £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:



## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 5. Support costs (continued)

	2018/19 Total £	2017/18 Total £
<b>Department</b>		
Chamberlain	27,913	32,252
Town Clerk	9,006	10,370
City Surveyor	6,500	7,252
Information Systems	24,618	23,674
Other governance and support costs	5,106	4,434
Recharges from Open Spaces Directorate	6,186	6,515
<b>Total support costs</b>	<b>79,329</b>	<b>84,497</b>

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

<b>Chamberlain</b>	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
<b>Town Clerk</b>	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.
<b>City Surveyor</b>	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
<b>Information Systems</b>	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.
<b>Other governance costs</b>	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.
<b>Open Spaces Directorate Recharge</b>	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.

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 6. Staff numbers and costs

The full-time equivalent number of staff employed by the City of London Corporation charged to Keats House in 2018/19 is 4.5 (2017/18 4.8) at a cost of £232,196 (2017/18 £224,328). 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 £	<b>Total</b> £
2018/19 Charitable activities	4.5	180,418	16,084	35,694	<b>232,196</b>
2017/18 Charitable activities	4.8	174,434	15,101	34,793	<b>224,328</b>

There was no employee charged wholly to the Charity whose remuneration exceeded £60,000 (2017/18: Nil). There were no employees charged partly to the Charity whose total remuneration exceeded £60,000 (2017/18: Nil). Trustee is 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.

#### 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 2019 the net book value of heritage assets relating to direct charitable purposes amounts to £100,000 (31 March 2018 £100,000) as set out below.

	2015 £	2016 £	2017 £	2018 £	<b>2019</b> £
<b><u>Cost</u></b>					
At 1 April	100,000	100,000	100,000	100,000	100,000
<b>At 31 March</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b><u>Net book value</u></b>					
<b>At 31 March</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>At 31 March</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 8. Tangible Fixed Assets

At 31 March 2019 the book value of tangible fixed assets relating to direct charitable purposes amounts to £72,924 (31 March 2018: £Nil) as set out below.

	Plant & Equipment £	Total £
<b>Cost</b>		
At 1 April 2018	-	-
Additions	72,924	72,924
<b>At 31 March 2019</b>	<b>72,924</b>	<b>72,924</b>
<b><u>Depreciation</u></b>	-	-
<b><u>Net Book Value</u></b>		
<b>At 31 March 2019</b>	<b>72,924</b>	<b>72,924</b>
At 31 March 2018	-	-

The addition during the year was for a new heating system at Keats House.

#### 9. Stock

The value of stock at 31 March 2019 was £12,007 (2018: £12,026) and is constructed of: Souvenirs £9,840 (2018: £11,062) and Books £2,167 (2018: £964). The Cost of Sales for the year was £13,095 (2018: £12,746).

#### 10. Debtors

Debtors consist of :-

	2019 £	2018 £
Other Debtors	<b>2,193</b>	738
Payments in Advance	<b>4,072</b>	2,939
Value Added Tax	<b>996</b>	1,804
Sundry Debtors	-	29,594
<b>Total</b>	<b>7,261</b>	<b>35,075</b>

The main reason for the significant fall in debtors is due to the Sundry Debtors being cleared with Keats Community Library's new licencing agreement now in place and rental demands raised and cleared in the financial year 2018/19.

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 11. Creditors

Creditors consist of :-

	2019 £	2018 £
Sundry Creditors	6,718	5,405
Other Creditors	7,310	15,819
Receipts in Advance	-	4,812
<b>Total</b>	<b>14,028</b>	<b>26,036</b>

The main reason for the decrease in Other Creditors was due to a larger number of receipted goods which were awaiting payment at the end of 2017/18.

#### 12. Keats House Analysis of Net Assets by Fund at 31 March 2019

	Unrestricted Funds			Restricted Funds	2019	2018
	General Funds	Designated Funds				
	£	£	£			
Heritage Assets	-	-	100,000	<b>100,000</b>	100,000	
Tangible Fixed Assets	-	72,924	-	<b>72,924</b>	-	
Current Assets	184,986	-	2,121	<b>187,107</b>	178,902	
Current Liabilities	(14,028)	-	-	<b>(14,028)</b>	(26,036)	
<b>Total Net Assets</b>	170,958	72,924	102,121	<b>346,003</b>	252,866	

	Unrestricted Funds			Restricted Funds	2018	2017
	General Funds	Designated Funds				
	£	£	£			
Heritage Assets	-	-	100,000	<b>100,000</b>	100,000	
Tangible Fixed Assets	-	-	-	-	-	
Current Assets	171,725	5,056	2,121	<b>178,902</b>	165,310	
Current Liabilities	(26,036)	-	-	<b>(26,036)</b>	(39,278)	
<b>Total Net Assets</b>	145,689	5,056	102,121	<b>252,866</b>	226,032	



## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 13. Movement of Funds during the year to 31 March 2019

	Fund Balances Brought Forward April 2018	Prior Year Adjustment	Fund Balances Brought Forward (Restated)	Income	Expenditure	Transfers	Fund Balances Carried Forward March 2019
	£	£	£	£	£	£	£
<b>Unrestricted Funds</b>							
<i>General Funds</i>	147,810	(2,121)	145,689	495,248	(475,035)	5,056	<b>170,958</b>
<i>Designated funds</i>							
- Acquisition and Collection Care Reserve	3,708	-	3,708	-	-	(3,708)	-
- Development of Service Reserve	1,348	-	1,348	-	-	(1,348)	-
- Fixed Assets	-	-	-	-		72,924	<b>72,924</b>
<b>Total Unrestricted Funds</b>	<b>152,866</b>	<b>(2,121)</b>	<b>150,745</b>	<b>495,248</b>	<b>(475,035)</b>	<b>72,924</b>	<b>243,882</b>
<b>Restricted Funds</b>							
- Keats Love Letter	100,000	-	100,000	-	-	-	<b>100,000</b>
- Young Roots	-	2,121	2,121	-	-	-	<b>2,121</b>
- CIL Grant	-	-	-	5,298	(5,298)	-	-
<b>Total Restricted Funds</b>	<b>100,000</b>	<b>2,121</b>	<b>102,121</b>	-	-	-	<b>102,121</b>
<b>Total Funds</b>	252,866	-	252,866	500,546	(480,333)	<b>72,924</b>	<b>346,003</b>

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 13. Movement of Funds during the year to 31 March 2019 (continued)

##### Movement of Funds during the year to 31 March 2018

	Fund Balances Brought Forward April 2017	Income	Expenditure	Fund Balances Carried Forward March 2018
	£	£	£	£
<b>Unrestricted Funds</b>				
<i>General Funds</i>	121,003	503,785	(476,978)	<b>147,810</b>
<i>Designated funds</i>				
- Acquisition and Collection Care Reserve	3,688	20	-	<b>3,708</b>
- Development of Service Reserve	1,341	7	-	<b>1,348</b>
<b>Total Unrestricted Funds</b>	<b>126,032</b>	<b>503,812</b>	<b>(476,978)</b>	<b>152,866</b>
<b>Restricted Funds</b>				
- Keats Love Letter	100,000	-	-	<b>100,000</b>
<b>Total Restricted Funds</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Total Funds</b>	<b>226,032</b>	<b>503,812</b>	<b>(476,978)</b>	<b>252,866</b>

#### Notes to the funds

##### Unrestricted

- i. *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. *Designated funds* – The designated funds relating to Acquisition and Collection Care Reserve and Development of Service Reserve 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. During the year it was decided to release the balances on these designated funds back to general funds.

## KEATS HOUSE

### Notes to the Financial Statements for the year ended 31 March 2019

#### 13. Movement of Funds during the year to 31 March 2019 (continued)

##### Notes to the funds (continued)

##### Unrestricted (continued)

- iii. *Fixed Assets* – Plant and Equipment are included at historic cost less provision for depreciation and any impairment. The net book value of fixed assets at 31 March 2019 was £72,924 and is represented by a designated fund (2017/18: nil).

##### Restricted

- iv. *Heritage Asset* - The purpose of this fund is to safeguard the Keats Love Letter, allowing the public access to this cultural asset.
- v. *Grant funding* – Young Roots funds remaining from 2017/18 funds received.
- vi. *CIL funding* – This fund is for a specific project at Keats House relating to improving the accessibility of the House to the public.

#### 14. 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 ‘Expenditure’ 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 2018/19 (2017/18: £8,000).

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.

This page is intentionally left blank



<b>Committee:</b>	<b>Date:</b>
Culture, Heritage and Libraries Committee	20/01/2020
<b>Subject:</b> Trustees Annual Report and Financial Statements for the Year Ended 31 March 2019 – Guildhall Library Centenary Fund	<b>Public</b>
<b>Report of:</b> The Chamberlain Assistant Town Clerk and Director of Major Projects	<b>For Information</b>
<b>Report author:</b> Graham Nickless – Chamberlain’s Department	

### Summary

The Trustees Annual Report and Financial Statements for the Year ended 31 March 2019 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 for the 2019/20 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 BDO LLP.
2. This follows on from a previous review of the charities for which the City is responsible, (completed in 2010), which detailed key reports that should be presented to your Committee. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual Return to the Charity Commission. Since this undertaking the City Corporation has recently approved that a further comprehensive review be undertaken across all of its charities, the outcome of which will be reported to this committee in due course.
3. The Trustees Annual Report and Financial Statements will be submitted to the Charity Commission within the agreed deadline of 31 January 2020.

### Appendices

- Appendix 1 – Guildhall Library Centenary Fund Report and consolidated Financial Statements for the year ended 31 March 2019

**Graham Nickless**

Senior Accountant – Chamberlain’s Financial Services Division, Citizen Services

T: 020 7332 3277

E: [graham.nickless@cityoflondon.gov.uk](mailto:graham.nickless@cityoflondon.gov.uk)

***GUILDHALL LIBRARY CENTENARY FUND  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019***

**Charity Number: 206950**

# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2019

<b>Contents</b>	<b>Page</b>
Trustee's Annual Report	2-7
Independent Auditor's Report	8-10
Statement of Financial Activities	11
Balance Sheet	12
Notes to the Financial Statements	13-18



# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report for the year ended 31 March 2019

### 1. Reference and Administration Details

Charity Name	Guildhall Library Centenary Fund
Registered Charity Number:	206950
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	Town Clerk of the City of London Corporation
Treasurer:	Chamberlain of London
Solicitor:	Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Investment Managers:	Artemis Fund Managers Limited
Auditor:	BDO LLP 55 Baker Street London W1U 7EU

### 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 Trustee. This committee comprises Aldermen and Common Councilmen elected to the City of London Corporation who are appointed to this committee in accordance with the usual procedures of committee membership of the City of London Corporation.

# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report (continued)

### 2. Structure, Governance and Management (continued)

#### **Policies and Procedures for the Induction and Training of Trustee**

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.

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. The Trustee is currently considering application of the recommended practice to the work of the Guildhall Library Centenary Fund charity.

#### **Related Parties**

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

#### **Risk identification**

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

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.

# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report (continued)

### 2. Structure, Governance and Management (continued)

#### Charity Governance Code

The Charity Governance Code was published in July 2017. The charity is supportive of the Code and its aim to assist in the development of high standards of governance throughout the sector. The Trustee is currently considering application of the recommended practice to the work of the charity.

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

#### Achievements and Performance

##### Key Targets for 2018/19 and review of achievement

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*. The key overall target is for the funds to be used for the purchase and conservation of items for and in these collections as the need arises. Additionally, for 2018/19 there was a target to identify small projects that deliver on the cross-collection nature of the charity and in particular the education of the public; and to plan for larger cross-collection exhibitions in 2019/20, potentially using funds as partner funding for external grant applications

#### Achievements

1. £5,000 was spent as partner funding towards the purchase by London Metropolitan Archives of a rare 1851 stereoscopic daguerreotype of the City of London riverfront near St Paul's Cathedral, attributed to Louis Jules Duboscq (1817-1886), the pioneering French photographer. It is one the earliest photographs of any kind held by LMA and the only known stereoscopic daguerreotype of the City of London. It will particularly support the City's 2019 Fantastic Feats public programmes which aim to introduce more people to the City's collections through focusing on specific cross-collection subjects, in this case engineering and technological developments in London.
2. £3,000 was spent as partner funding towards the purchase by the Guildhall Art Gallery of the artwork *12.18 and 10 seconds* by Carl Laubin. It depicts the Lord Mayor's Parade in 2009, painted for the exhibition "Images of St Paul's in the 21st Century", to celebrate the 300th anniversary of the opening of the Cathedral to the public. The title refers to the very strict military precision of the parade which locates where each part of the procession will be at any point in time. It was acquired to mark the 20<sup>th</sup> anniversary of the Art Gallery (GAG) in its current building and will be displayed there for the public.

# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report (continued)

### 3. Objectives and Activities for the public benefit (continued)

3. £5,378 was spent towards the conservation of the Newall Dunn collection at Guildhall Library. This collection was donated to the Library during the year and is probably its most important acquisition in the last ten years. It complements the Lloyds Marine collection and is unrivalled in its coverage and scope, including images, press cuttings and information files on merchant ships and shipping companies. It will increase further the library's reputation as a resource for maritime history and the City's long maritime connections. A public exhibition of items from the collection has taken place during 2019.

### 4. Financial Review

#### Review of financial position

The income from investments during the year was £682 (2017/18: £581), and there were no donations during the year (2017/18: £1,855). In 2018/19 expenditure was £13,378 (2017/18: £nil), due to monies being expended to advance the education and training of the public in the provision of library, archive, museum and gallery services. This expenditure has led to a reduced cash balance at the year end of £148 (2017/18; £12,844).

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 2019, the Fund achieved a gross return of 4.05% compared to the FTSE All Share Index return of 6.36%. Over 3 years, the fund achieved a return of 8.31% compared to the FTSE All Share Index return of 9.51%. Over 5 years, the fund achieved a return of 6.77% compared to the FTSE All Share Index return of 6.10%.

	2018/19	
	3 Years	5 Years
Fund	8.31%	6.77%
FTSE All Share	9.51%	6.10%
Comparison	-1.20%	+0.67%

#### Reserves Policy

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



# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report (continued)

### 4. Financial Review (continued)

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

The principal funding source is from investments held with the City of London 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.

#### Fundraising

Charities subject to the audit requirements of the Charities Act 2011 are required to include a statement in their annual report relating to fundraising activities. The charity is aware of these requirements and, as it does not undertake fundraising activity, has nothing to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

### 5. Plans for Future Periods

The Fund (as outlined in note 9 (page 17)) will continue to be used for the purchase and conservation of items for and in these collections as the need arises, as well as to support projects and exhibitions (potentially as partner funding for external grant applications) that deliver on the cross-collection nature of the charity and in particular the education of the public.

### 6. Disclosure of Information to the Auditor

At the date of approval of this report, the Trustee confirms that:

- so far as they are aware, there is no relevant audit information of which the Auditor is unaware; and
- the Trustee has taken all the steps that it ought to have taken in order to make itself aware of any relevant audit information and to establish that the Auditor is aware of that information.

# GUILDHALL LIBRARY CENTENARY FUND

## Trustee's Annual Report (continued)

### 7. Statement of Trustee's Responsibilities

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

The law applicable to charities in England 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 disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the 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 2019.

Jeremy Paul Mayhew MA MBA  
Chairman of Finance Committee

Jamie Ingham Clark  
Deputy Chairman of Finance Committee

Guildhall  
London  
13 November 2019

# GUILDHALL LIBRARY CENTENARY FUND

## Independent Auditor's Report to the Trustee 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 2019 which comprise the statement of financial activities, the 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 Financial Reporting Standard 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 2019 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 relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other 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 opinion.

### Conclusions related to going concern

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

- the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustee has 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 other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustee is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **GUILDHALL LIBRARY CENTENARY FUND**

### **Independent Auditor's Report to the Trustee of Guildhall Library Centenary Fund (continued)**

#### **Other information (continued)**

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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustee Annual Report; or
- adequate 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 the Trustee**

As explained more fully in the Trustee responsibilities statement, the Trustee is 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 Trustee determines 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 Trustee is 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 Trustee 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**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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, 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.

## GUILDHALL LIBRARY CENTENARY FUND

### Independent Auditor's Report to the Trustee of Guildhall Library Centenary Fund (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 at the Financial Reporting Council's ("FRC's") website at:

<https://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 trustee, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the Charity's trustee 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 the Charity's trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Condron (Senior Statutory Auditor)  
For and on behalf of BDO LLP, statutory auditor  
London

Date 16 December 2019

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



## GUILDHALL LIBRARY CENTENARY FUND

### Statement of Financial Activities for the year ended 31 March 2019

	Notes	Unrestricted Fund £	Endowment Fund £	Total 2018/19 £	Total 2017/18 £
<b>Income and Endowments from:</b>					
Donations and Legacies	3	-	-	-	1,855
Income from investments	3	682	-	<b>682</b>	581
<b>Total income and endowments</b>		<u>682</u>	<u>-</u>	<u><b>682</b></u>	<u>2,436</u>
<b>Expenditure on:</b>					
Expenditure on Charitable activities	4	13,378	-	<b>13,378</b>	-
<b>Total expenditure</b>		<u>13,378</u>	<u>-</u>	<u><b>13,378</b></u>	<u>-</u>
Net (Expenditure) / Income		(12,696)	-	<b>(12,696)</b>	2,436
Net (loss) / gain on Investments		-	(141)	<b>(141)</b>	141
<b>Net movement in funds</b>		<u>(12,696)</u>	<u>(141)</u>	<u><b>(12,837)</b></u>	<u>2,577</u>
<b>Reconciliation of funds</b>					
Funds brought forward	9	12,844	15,567	<b>28,411</b>	25,834
<b>Funds carried forward</b>	9	<u>148</u>	<u>15,426</u>	<u><b>15,574</b></u>	<u>28,411</u>

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

All incoming resources and resources expended derive from continuing activities.

## GUILDHALL LIBRARY CENTENARY FUND

### Balance Sheet as at 31 March 2019

	Notes	2019 £	2018 £
<b>Fixed Assets</b>			
Investments – 1,769 Charities Pool Units	7	15,426	15,567
<b>Current Assets</b>			
Cash at bank and in hand		148	12,844
<b>Net Assets</b>		<u>15,574</u>	<u>28,411</u>
<b>The funds of the charity:</b>			
Endowment fund	9	15,426	15,567
Unrestricted fund	9	148	12,844
<b>Total Funds</b>		<u>15,574</u>	<u>28,411</u>

Approved and signed for and on behalf of the Trustee.

The notes at pages 13 to 18 form a part of these financial statements.

---

Dr Peter Kane  
Chamberlain of London  
16 December 2019

# GUILDHALL LIBRARY CENTENARY FUND

## Notes to the Financial Statements for the year ended 31 March 2019

### 1. Accounting Policies

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

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

The financial statements of Guildhall Library Centenary Fund which is a public benefit entity under FRS102, have been prepared under the historical cost convention, as modified for the revaluation of financial investments measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Charities Act 2011.

(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 2019 (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 loss on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2018 and 31 March 2019.

(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.

(i) *Significant Management Judgements And Key Sources Of Estimation And Uncertainty*

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

### 2. Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 3. Income

Income 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 £682 (2017/18 £581). In addition, there were no donations during the year (2017/18 £1,855). This is due to the Management of the Charity changing, with emphasis shifting from raising funds to using the funds in order to further the objectives of the Charity.

# GUILDHALL LIBRARY CENTENARY FUND

## Notes to the Financial Statements for the year ended 31 March 2019 (continued)

### 4. Expenditure

Expenditure incurred was £13,378 (2017/18 £nil) to advance education of the public. A contribution of £5,000 was made to the London Metropolitan Archive towards the purchase of a rare photograph, £3,000 to Guildhall Art Gallery for the purchase of an artwork, and £4,000 to Guildhall Library towards conservation of photographs and material for the Newall Dunn Collection.

### 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.

### 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	
	2019	2018
	£	£
Market Value 1 April	15,567	15,426
Net investment (loss) / gain	(141)	141
<b>Market value 31 March</b>	<b>15,426</b>	<b>15,567</b>
<b>Cost 31 March</b>	<b>1,769</b>	<b>1,769</b>
Number of Charities Pool (Units)	1,769	1,769



## GUILDHALL LIBRARY CENTENARY FUND

### Notes to the Financial Statements for the year ended 31 March 2019 (continued)

#### 7. Investment Assets (continued)

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

	2019	2018
	£	£
Equities		
UK	11,917	12,148
Overseas	1,759	1,908
Bonds - UK & Overseas	-	101
Pooled Units - UK	1,055	1,057
Cash held by Fund Manager	695	353
<b>Total Funds</b>	<b>15,426</b>	<b>15,567</b>

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 2019, the Fund achieved a gross return of 4.05% compared to the FTSE All Share Index return of 6.36%. Over 3 years, the fund achieved a return of 8.31% compared to the FTSE All Share Index return of 9.51%. Over 5 years, the fund achieved a return of 6.77% compared to the FTSE All Share Index return of 6.10%.

	2018/19	
	3 Years	5 Years
Fund	8.31%	6.77%
FTSE All Share	9.51%	6.10%
Comparison	-1.20%	+0.67%

#### 8. Analysis of Net Assets by Fund at 31 March 2019

	Unrestricted Funds	Endowment	Total
	General	Fund	2019
	£	£	£
<b>Fixed Assets</b>			
Investments	-	15,426	15,426
<b>Total Fixed Assets</b>	<b>-</b>	<b>15,426</b>	<b>15,426</b>
Current Assets	148	-	148
<b>Total Net Assets</b>	<b>148</b>	<b>15,426</b>	<b>15,574</b>

## GUILDHALL LIBRARY CENTENARY FUND

### Notes to the Financial Statements for the year ended 31 March 2019 (continued)

#### 8. Analysis of Net Assets by Fund at 31 March 2019 (continued)

##### Analysis of Net Assets by Fund at 31 March 2018

	Unrestricted Funds	Endowment	Total
	General	Fund	2018
	£	£	£
<b>Fixed Assets</b>			
Investments	-	15,567	15,567
<b>Total Fixed Assets</b>	<b>-</b>	<b>15,567</b>	<b>15,567</b>
Current Assets	12,844	-	12,844
<b>Total Net Assets</b>	<b>12,844</b>	<b>15,567</b>	<b>28,411</b>

#### 9. Movement of Funds during the year to 31 March 2019

	Balance at 1 April 2018	Income	Expenditure	Unrealised Losses	Balance at 31 March 2019
	£	£	£	£	£
<b>Permanent Endowment Unrestricted Funds</b>	15,567	-		(141)	<b>15,426</b>
General	12,844	682	(13,378)	-	<b>148</b>
<b>Total Funds</b>	28,411	682	(13,378)	(141)	<b>15,574</b>

#### Movement of Funds during the year to 31 March 2018

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

## **GUILDHALL LIBRARY CENTENARY FUND**

### **Notes to the Financial Statements for the year ended 31 March 2019 (continued)**

#### **9. Movement of Funds during the year to 31 March 2019 (continued)**

##### **Notes to the funds-**

##### **Capital Fund - Permanent Endowment**

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

To build up an endowment fund to care for the special collections housed within Guildhall Library for the use of future generations

- To build up a fund which enables the purchase of rare, unique and expensive items which would complement the holdings of Guildhall Library for the public to enjoy

##### **Income Fund – Unrestricted**

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

#### **10. Details of related parties and wider networks**

The City of London Corporation is also the Trustee of a number of other charitable trusts. With the exception of the 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.

This page is intentionally left blank

<b>Committees:</b> Culture, Heritage and Libraries – For Information Community and Children’s Services – For Information	<b>Dated:</b> 20/01/2020 07/02/2020
<b>Subject:</b> Barbican and Community Libraries, services for children and families	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Sarah Townsend, Children’s Services Librarian	

## Summary

This report updates members on the range of innovative activities and services for children and families provided by Barbican and Community Libraries. These initiatives positively impact on education and literacy, socialisation/social isolation, health and wellbeing/child development and fun and play. Many of these services and activities are the product of successful partnership working and they also provide a variety of opportunities for the City’s communities to engage in volunteering.

City parents consistently rate the services provided by the libraries very highly and as a result of this, and in partnership with the City’s Family and Young People’s team, Barbican and Community Libraries continues to deliver a range of Children’s Centre services for the City.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. Libraries Connected is a charity that was previously known as the Society of Chief Librarians (SCL). It comprises the head of service of every library authority in England, Wales and Northern Ireland. Libraries Connected has endorsed ‘The Children’s Promise’, which sets out the experience that children and young people should have through public library services:
  - Every child and young person visiting a public library is inspired by an exciting accessible environment which makes reading for pleasure irresistible.
  - They have the opportunity to engage with imaginative digital opportunities through public libraries, building their skills, knowledge and creativity.



- They will find a range of inclusive and diverse fiction and non-fiction books and other information resources to support growing confidence in literacy and formal and informal learning.
- They are able to take part in a wide range of literacy and cultural experiences, including reading and book-based activities.
- They are actively involved in decisions about service developments and are offered opportunities to volunteer.
- They are supported through library services and activities to improve their health and wellbeing.

2. The full Children's Promise is attached at Appendix 1.

### **Current Position**

3. The Barbican Children's Library is a dedicated space within the Barbican Library and there are children's sections in the two smaller libraries. Services to children from all three libraries are co-ordinated by the Children's Services Librarian who is professionally qualified. The Mission Statement of Barbican and Community Libraries is:

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

4. In addition to comprehensive fiction and non-fiction stock for children of all ages and all abilities, our libraries offer a range of innovative and successful services to support children and their families to enjoy, achieve and live healthy lives. We currently have 2,481 registered members who are children.

5. Barbican and Community Libraries delivers a range of Children's Centre services from all our libraries, including Rhyme Time, Messy Play and Stay and Play.

6. There are only two members of dedicated children's library staff, both based at Barbican Library. These are the Children's Services Librarian and the Principle Library Assistant. The other two libraries have generalist staff who curate a diverse programme of children's activities and events under the supervision of the Children's Services Librarian.

7. In 2018, at the Barbican Library, a comprehensive training programme was put in place to upskill all the library assistants who work in the Children's Library. This programme gives staff the skills and confidence they need to run events such as Rhyme Time. The benefits are that members of staff increase their skills base and it provides flexibility as the volume of work that takes place in the children's library is not sustainable for two people alone.

8. One of our greatest achievements was to train a Senior Library Assistant, who has worked at Barbican Library for 40 years but never in the children's library. He now takes part in Rhyme Time sessions and reads to nursery children, and they thoroughly enjoy his performance. He enjoys using his new skills, and there has

been a very positive impact on those staff who were initially resistant and apprehensive about leading activities.

9. Children's Library activity is regularly evaluated via questionnaires to measure success against our core aims.

In 2018–19,

- 89% of parents and carers agreed that our services and activities gave their children the opportunity to make friends
- 93% agreed that our services and activities gave them (the adults) the opportunity to make friends
- 96% agreed that the library's services and activities have a positive impact on their family's health and wellbeing
- 96% agreed that the library's services and activities help with their child's development (co-ordination and motor skills, speech and language).

## 10. Socialisation/tackling social isolation

All three libraries provide activities for under-5s and their parent/carers, including the Children's Centre services. The aim of our programme is to have fun while tackling social isolation. Many of our customers live far away from their families and support networks, some of which are abroad. These activities provide parents/carers with the opportunity to create new support networks, make new friends and for their children to have fun and socialise with children of differing ages and backgrounds. Our regular activities for under-5s are:

- **Rhyme Time:** Barbican Children's Library and Artizan Street Library offer four Rhyme Time sessions per week for children aged under-3, and their families/carers. Rhyme Times are participative 30-minute sessions of songs and stories. Children's Library staff have received some basic training in Makaton, a language programme designed to provide a means of communication to individuals who cannot communicate efficiently by speaking. One of the weekly Barbican Children's Library sessions now includes Makaton signing.

Saturday Rhyme Time was originally devised as a 'Dads' Rhyme Time' and specifically aimed at fathers living apart from their children. Following requests from working mothers, this popular session is now aimed at all parents who work during the week. Barbican Children's Library has a reciprocal arrangement with Islington Library Service in which our staff guest at their Rhyme Times and their staff come to the Barbican Rhyme Time; this has proved useful in disseminating information about our services to a wider audience, and has resulted in new customers joining the library, increasing numbers at our events. The Barbican Children's Library has an informal Stay and Play after each Rhyme Time session, which usually lasts 45 minutes and during which parents and carers can socialise while their children play together with library toys.

- **Story Time:** Barbican Children's Library holds a weekly 30-minute story time for children aged 3 and upwards.

- **Stay and Play:** Shoe Lane Library holds a weekly Stay and Play with Rhyme Time included. This is a two-hour session and their Story Time has been adapted to be a part of this session. Age-appropriate toys are provided, and a different craft activity is provided each week. Artizan Street library also holds a Stay and Play, (which follows on from their Rhyme Time), in which they use musical instruments and multi-sensory props.
- **Baby Bounce:** These weekly sessions are similar to Rhyme Time but are specifically for babies under 18 months. They are held at Shoe Lane and Artizan Street libraries.
- **Messy Play:** Monthly one-hour Messy Play sessions are provided at Shoe Lane and Artizan Street Libraries and are extremely popular. These sessions give young children the opportunity to play, be creative and get messy in the library. Activities usually include sand play, painting, and a range of sensory experiences (for example, large trays of cornflakes, jelly, cold porridge) for children to explore.

## 11. Education and Literacy

- **Read to Succeed:** Barbican Children's Library and Artizan Street Library offer our own City of London scheme, which supports primary school children to become more fluent in reading. Each child is partnered with a volunteer and they read together for half an hour a week. Volunteers are DBS checked and come from all sections of the community, including City residents and City workers. We currently have 21 children and 12 volunteers taking part in the scheme. In total, we have worked with 101 children and 51 volunteers since the scheme started in 2012. Parents regularly credit the scheme with changing reluctant readers into keen readers.
- **Code Club:** We run weekly, term-time code clubs at Barbican Children's Library and Artizan Street Library and Community Centre. Each cohort participates in the club for one academic year. This activity is run in partnership with the national Code Club organisation <https://www.codeclub.org.uk/>. Currently, we have six volunteers from Lloyds Banking Group who run both clubs for us. Initially, children are taught to code using the programming language, Scratch, and they progress onto Python and HTML throughout the year. Since September 2018, 35 children have taken part in the club. Graduates of the club have reported being ahead of classmates when coding lessons start at secondary school.
- Ever year our lending libraries take part in the national Summer Reading Challenge (SRC), which is run in partnership with Arts Council England and The Reading Agency. Children aged 4 to 11 are encouraged to read any six books of their choice borrowed from their library during the summer holidays. Children receive special rewards for each book finished. When they have completed the SRC, they are invited to a ceremony at the Great Hall where they receive a medal and certificate from a published author. This year, 187

children completed the SRC and received their certificate and medals from the performance poet and author, Neal Zetter.

- Every month, the Barbican Children's Library provides five one-hour book groups for children aged 7–9, 10–11 and 12–13 years. A home-schooled book group meets once a month in the Barbican Children's Library and another meets at Shoe Lane Library.
- A STEAM (Science, Technology, Engineering, Art and Maths) club operates from Barbican Children's Library during the summer holidays. It is run by a STEM Ambassador who is also a Barbican resident. This year, children enjoyed participating in a range of different experiments linked to the SRC, and learned about concepts such as thrust, gravity and robotics. Working with the STEM Learning organisation, we borrowed Lego Mindstorm kits which were used to build space buggies. There are children who come back every year to take part in the STEAM club.
- **Project loans:** Barbican Children's Library currently provides long-term book loans, based on National Curriculum subjects, to 24 teachers from 12 local schools and nurseries to support their classes.
- Barbican Children's Library has an annual programme of library visits from local schools and nurseries. Visits are currently received from 12 primary school classes and nine under-5s groups.
- In the past 12 months we have hosted four Able Writers Days at the Barbican Children's Library in partnership with Authors Abroad. These workshops are facilitated by Neal Zetter. The aim of the workshops is to develop young writers' self-expression, creativity and literacy skills through writing and performing poetry in a fun and supportive environment. These workshops attract classes from local schools and schools across London.
- The Children's Services Librarian is working with the Quality Improvement Consultant working with the Early Years Team on the City of London Talks and Listens Enthusiastically (COLTALE) project. COLTALE is a two-year Communication and Language project that focuses on three main themes, all of which have a considerable impact on child development:
  1. Environment. Is it communication-friendly?
  2. Practitioners. How well do they understand child development in this area?
  3. Parents. Do they know how to support their children?

The project is expected to provide impact in the following areas:

- Children with any form of language delay are identified and supported early.
- Narrowing of the attainment gap.
- Parents better understand how to support their young children.
- Early years practitioners have increased confidence in how to support young children.

- Environments for children are communication-friendly and encourage the use of language.

The mascot of the COLTALE project is a blue dragon. Three toy dragons have been delivered to our libraries to inspire children to start creating stories about them. These stories will be made into a book with illustrations provided by older child customers.

- All of the libraries support and promote The Dolly Parton Imagination Library. Part of the City's supporting early literacy offer, this project provides free monthly books to City families with children aged under 5 years.

## **12. Health and Wellbeing/Child Development**

Our libraries regularly provide events and services to support the health and wellbeing of children and families. These include:

- Workshops run in partnership with HENRY (Health, Exercise, Nutrition for the Really Young). The Best Start with HENRY service supports families in the City with children aged 0–5 years with family programmes and a wide range of workshops – from Fussy Eaters to Let's Get Active. Staff from HENRY have run workshops at all three libraries.
- Dental health talks take place in Barbican and Shoe Lane libraries twice a year, in partnership with a City dental practice.
- Eye clinic visits from City Sight take place twice a year at the Barbican Library.
- Staff from the Family and Young People's Information Service attend library Stay and play/Rhyme Time sessions to offer parents support and advice. This is an important part of their early intervention and prevention work.
- Treasure Basket – all of our libraries have a collection of sensory items that help babies learn and discover.
- Comprehensive book stock in all libraries, covering all aspects of child development and parenting skills.
- Signposting to other services, internal and external, by staff who are trained in answering enquiries.
- All library staff are trained in safeguarding and are regularly updated on how to report any concerns. The Children's Services Librarian is the safeguarding lead for Barbican and Community Libraries and is responsible for ensuring that library staff are supported in reporting concerns and updating their knowledge. She is also responsible for updating the section's safeguarding policy.



### 13. Fun and Play

Throughout the year, our libraries provide multiple opportunities for children of all ages to have fun and play via a programme of staff-led craft activities, professional storytellers and children's entertainers.

Activities in addition to those mentioned elsewhere include:

- A monthly Secret Film Club at Barbican Children's Library
- An annual major summer event where staff from all our libraries come together to provide the Summer Reading Challenge Fun Day, held in the Barbican Conservatory. In 2019, 205 children accompanied by 192 adults enjoyed crafts, face-painting, a treasure hunt and storytelling. This event is run in partnership with many City organisations and this year included Tower Bridge, Barbican Centre, Salter's Company, the Museum of London and Culture Mile.
- Monster Club at Barbican Children's Library – a weekly, hour-long social club with a variable format including board games, puzzles and art and craft activities for children aged 5–14 years.
- Kid's Club at Barbican Children's Library – a monthly club run by children for children. Staff act purely as facilitators. Activities have included badge making and storytelling.
- Philosophy Club at Barbican Children's Library – a monthly club run by staff where children are introduced to philosophical ideas such as identity, and happiness. They discuss these concepts at a level suitable for children, encouraging discussion and critical thinking.
- Saturday Art club – a weekly club that encourages children to go beyond simply colouring in, for example, offering a still life tableau to draw.
- In addition to these regular activities, all three libraries regularly host events provided by external entertainers. In the past three years these have included magicians, animal encounters, storytellers and authors. In February 2019, students from Guildhall School of Music and Drama performed 'What the Storm Brought', a play with puppets, at Barbican Children's Library and Shoe Lane Library. The students wrote the play and the music, designed all of the sets and made the puppets and props. The play formed part of their coursework, and their performances were assessed by their tutor. It was of great benefit to the students to be able to perform their exam piece to their target audience of children, and the libraries were very pleased to host an original piece of work created by talented students. More than 80 children and their parents watched the play, offering them the opportunity to be exposed to, and take part in, contemporary theatre.

## 14. Volunteers

Our libraries offer many opportunities for people of all ages to volunteer and contribute to the local community. Some examples of our volunteering opportunities for young people of 14 years and older include:

- SRC volunteers help staff to run the challenge in Barbican and Artizan Street Libraries. Since 2017, 33 volunteers have been recruited and trained and they are vital in administering the Challenge. Many of our volunteers are City residents. Three of these volunteers are young people who have volunteered every year since 2017.
- HeadStart – <https://www.headstart-thechallenge.org/> – HeadStart aims to inspire a new generation of volunteers and provide a significant benefit to society by connecting young people to local volunteering opportunities. HeadStart also provides a guaranteed job interview to those who give 16+ hours of their time. In the past three years, Barbican and Community Libraries has supported more than 20 young people via this programme.
- Duke of Edinburgh (DoE) awards volunteers gain valuable work experience by regularly working in our libraries. Currently 11 DoE volunteers are working at Barbican Library in both the adult and children’s libraries, each volunteering for one hour per week.
- All three lending libraries provide work experience opportunities for young people. Pupils from City-based schools and City academies are prioritised for these sought-after opportunities.

## Proposals

15. Our libraries will continue to work closely with colleagues in the Family and Young People’s Information Service, along with other internal and external partners, explore new opportunities and seek out new partnerships to enhance the current offer to children and their families.
16. Staff from Barbican and Community Libraries are currently scoping the creation of a Makerspace at Artizan Street Library and Community Centre. A Makerspace is a collaborative workspace for making, learning, exploring and sharing that uses a variety of tools – high tech to no tech. These spaces are typically open to children, adults, and entrepreneurs and provide a variety of equipment including 3D printers. This space would be available for use by the local community with activities run for children and adults, as well as by the local business community.
17. The Children’s Services Librarian is currently discussing the possibility of providing British Sign Language (BSL) Rhyme Times with BSL-trained Islington Libraries colleagues. The Children’s Services Librarian is trained in basic Makaton, a language programme designed to provide a means of communication to individuals who cannot communicate efficiently by speaking. More Barbican and Community Libraries staff will attend future courses with the aim of extending the Makaton Rhyme Time to all three libraries.

## Corporate & Strategic Implications

18. Our work with Children and their families supports the City of London Corporation's strategic aims:

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential.
- Communities are cohesive and have the facilities they need.

## Implications

19. The work that is being carried out in our libraries makes good use of spaces, staff, volunteers, partnerships, commissioning and grant funding opportunities and is therefore cost-effective. Appropriate licences are in place, there is a strictly followed Volunteer Policy, risk assessments are in place, and volunteers are DBS checked, so projects are also low risk.

## Conclusion

20. Barbican Library, Shoe Lane Library and Artizan Street Library and Community Centre provide a hugely varied range of services and activities for children and their families, going far beyond the basic library functions. These services and activities enhance lives and create opportunities that are innovative and cost-effective and offer people from all our communities a range of volunteering opportunities.

## Appendices

- Appendix 1 – Association of Senior Children's and Education Librarians (ASCEL) Children's Promise
- Appendix 2 – Regular events programme
- Appendix 3 – Case Study

## Background Papers

- **Previous reports to** Education Board, Community and Children's Services Committee and Culture, Heritage and Libraries Committee January/February 2017

## Sarah Townsend

Children's Services Librarian

T: 020 7332 1985

E: sarah.townsend@cityoflondon.gov.uk

This page is intentionally left blank



## **Children and Young People’s Promise in Public Libraries**

This Children’s Promise sets out the experience children and young people should have through public library services

### **Vision:**

- *Every child and young person visiting a public library is inspired by an exciting accessible environment which makes reading for pleasure irresistible.*
- *They have the opportunity to engage with imaginative digital opportunities through public libraries, building their skills, knowledge and creativity.*
- *They will find a range of inclusive and diverse fiction and non-fiction books and other information resources to support growing confidence in literacy and formal and informal learning.*
- *They are able to take part in a wide range of literacy and cultural experiences including reading and book-based activities.*
- *They are actively involved in decisions about service developments and are offered opportunities to volunteer.*
- *They are supported through library services and activities to improve their health and wellbeing*

### **Children’s Library Journeys**

Public Libraries welcome children from the very earliest months of life, helping parents and carers to support them as they grow and learn. Working with schools, school library services and school librarians, local and national partners, libraries provide a range of activities, programmes and initiatives which introduce, extend and refresh the library experience to children and support automatic library membership programmes. ASCEL have drawn these together into a single [‘library journey’](#) that every child can enjoy– all focused on the best outcomes for the child.



Appendix 1

At what stage in a Child's Journey?	What does this look like?	Outcome
Pre-natal to birth	Involvement in pre-natal projects and programmes. Inspiring parents to read with their baby	<ul style="list-style-type: none"> <li>• Enhancing life outcomes for children aged 0-2</li> <li>• Supporting attachment, resilience, emotional health and wellbeing, speech and language</li> </ul>
Pre-school	<p>Inspiring parents to read and rhyme with their child and form a lifelong reading habit, Bookstart</p> <p>Giving parents space and time to spend time bonding with babies and building parental confidence</p>	<ul style="list-style-type: none"> <li>• Enhancing life outcomes for children aged 0-2</li> <li>• Supporting attachment, resilience, emotional health and wellbeing building resilience and character, speech, language communication development; early literacy and school readiness</li> </ul>
Transition to primary school	Partnerships with schools, including class visits to libraries and digital offer	<ul style="list-style-type: none"> <li>• Supporting literacy and language development, reducing the literacy gap in poverty hotspots.</li> <li>• Tackling rural isolation</li> <li>• Providing opportunities for looked after children/young carers</li> </ul>
Out of school engagement with primary aged children	Children have the opportunity to take part in the Summer Reading Challenge and other reading, learning, digital and cultural activities throughout the year	<ul style="list-style-type: none"> <li>• Supporting literacy and language development raising aspiration</li> <li>• Closing the literacy gap in poverty hotspots.</li> <li>• Tackling rural isolation</li> <li>• Providing opportunities for looked after children/young carers</li> <li>• Building community and family cohesion.</li> <li>• Reducing digital inequalities</li> <li>• Digital fluency –(citizenship, STEM Agenda and supporting combating extremism)</li> <li>• Supporting emotional and mental health and wellbeing</li> </ul>
Transition to secondary school	<p>Supporting learning including new digital resource</p> <p>Helping nurture a lifelong love of learning that may impact positively on exam success.</p> <p>Providing an opportunity for young people to engage with libraries via a digital platform.</p>	<ul style="list-style-type: none"> <li>• Need for young people to improve their technical skills – STEM agenda National Curriculum - IT curriculum / digital fluency</li> <li>• Tackling rural isolation</li> <li>• Contributes to raising young people's aspiration and achievement, supporting GCSE /A level success and has a long term economic impact</li> <li>• Supporting transition</li> <li>• Character education</li> </ul>

## Appendix 1

At what stage in a Child's Journey?	What does this look like?	Outcome
Out of school engagement with secondary school children	Participation in volunteering opportunities and accreditation, Reading Hack activities.	<ul style="list-style-type: none"> <li>• Boosting self-esteem and aspiration, increasing confidence, improving employability skills and reducing NEETS</li> <li>• Reducing inequality and improving economic wellbeing</li> <li>• Community engagement /participation/social cohesion</li> <li>• Improving and supporting young people's mental health and wellbeing?</li> </ul>

### Our partners

Libraries work with a range of local and national partners to deliver the Children and Young People's Promise. National partners include The Reading Agency, Booktrust, National Literacy Trust, Arts Council England, The School Library Association and CILIP Youth Libraries Group and School Libraries Group and Inclusive Minds.

We work closely with the Society of Chief Librarians (SCL) and the Children's Promise links to SCL's Universal Offers:-

**Reading Offer:** Books and reading focused promotions for under-fives and older children linking to the calendar spikes of the reading offer

**Learning Offer and Digital Offer:** Space and resources for formal and informal learning including digital skills and creativity and e: safety

**Health Offer:** Health information and support for children's well-being, social and emotional development and children and young people's mental health lists

**Information Offer:** Access to Information and signposting for parents

**Six Steps:** Provision of accessible resources for children in public libraries

The Children and Young People's Promise also reflects the principles of Arts Council England's [7 Quality Principles](#) for work with children and young people.

- striving for excellence
- emphasising authenticity
- being inspiring, and engaging
- ensuring a positive child-centred experience
- actively involving children and young people
- providing a sense of personal progression

## Appendix 1

- developing a sense of ownership and belonging

**See Children and Young People's Promise in Public Libraries 2015 mapped against ACE 7 Quality Principles**

### **Delivering on the Children's Promise**

ASCEL's work to deliver on this promise includes:

Marketing and advocacy

Developing the skills of library staff

Sharing best practice

Research and development

@ASCELUK

[www.ascel.org.uk](http://www.ascel.org.uk)

### Children's Library Regular Events

<b>Barbican Children's Library</b>	<b>Shoe Lane Library</b>	<b>Artizan Street Library</b>
Bookstart Rhyme Time Monday 1 0.45-11.15am Ages 18-36 months  Friday 0.45-11.15am Ages 0-18 months	Stay and Play with Rhyme Time and stories Tuesday 10am-12pm Ages 0-5 years	Stay and Play Thursday 10.30-11.30am Ages 0-5
Bookstart Storytime Monday 4.00-4.30pm	Baby Bounce Wednesday 10.30-11.30am Ages 0-18 months	Rhyme Time Thursday 10-10.30am Ages 12 months – 4 years
Saturday Rhyme Time 10.45-11.15am Ages 0-5 years	Messy Play Last Thursday of the month 10.30-11.30am Ages 0-5	Baby Bounce Thursday 11-11.30am Ages 0-12 months

This page is intentionally left blank



## Appendix 3

### Case Study

#### Barbican Children's Library

*We asked one of our regular customers how he and his family used the library and about the impact the library has had on their lives.*

Myself, my wife, and our daughter (now aged 3) are regular visitors to the Barbican Library, specifically the children's library.

From my daughter's viewpoint, her visits (which started when she was circa 3 months old) have allowed her to interact with children that she did not know, and in a different setting to home or a nursery.

She has used the baby and toddlers rhyme times, dad's rhyme time, the seasonal special events (Easter, Halloween, Christmas etc) and has enjoyed them all. She looks envious of the older children doing craft on regular basis and I think it won't be long before she joins in with those. This is all of course on top of "just" being able to come in and choose from a wide selection of books for story time.

From my wife's perspective - the activities they have attended together (singing, playing) have helped her to fashion and structure learning activity at home.

In the earlier days, the babies rhyme time especially allowed her to meet other mothers and discuss what developments were going on with each other's babies and so what would be coming next for us or them.

From my viewpoint, which is taken mainly from the Saturday morning (previously dad's) rhyme time - the Library has been a great place to do two things: -

- 1.) see my daughter interact with other children - a welcome boon for me as work doesn't always allow this in the week.
- 2.) meet and speak to other dads to go through how we're coping, what to expect next, and just generally catch up with people in same position as myself.

We've all made very good friends at the library, both with the staff, and the other families.

Earlier this year, we even arranged to be on holiday at same time and same place as another family - and what was great about that is other than the bonding over children, it is unlikely we'd ever have met/spoken to the other parents, despite us living relatively close together. I think in summing up, that is probably the library's greatest strength/impact to us - it allows us to build/be part of a community right in the centre of a city, rather than us having to move away from the centre to find one.

This page is intentionally left blank

# Agenda Item 14

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<b>Committees:</b> Corporate Projects Board - for decision Planning & Transportation Committee - for decision Projects Sub - for decision Culture, Heritage & Libraries Committee – for information	<b>Dates:</b> 25 November 2019 12 December 2019 16 December 2019 20 January 2020
<b>Subject:</b> Tower Bridge Service Trenches Refurbishment  <b>Unique Project Identifier:</b> 12197	<b>Gateway 2:</b> <b>Project Proposal</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Mark Bailey	<b>For Decision</b>
<h1>PUBLIC</h1>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> Refurbishment of the 300m length of service trenches to the footways of the fixed spans of Tower Bridge.</p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>a) Investigate available products/suppliers on the market for the replacement service covers.</li> <li>b) Consult with Local Planning Authorities with respect to bridge listing and heritage issues.</li> <li>c) Consult with Tower Bridge Technical/Operations Team and confirm all operational requirements, full scope of works and any restrictions.</li> <li>d) Identify and investigate technical options and prepare cost estimates.</li> <li>e) Consult with City Procurement on appropriate procurement options</li> </ul> <p><b>Requested Decisions:</b></p> <ul style="list-style-type: none"> <li>1. That budget of £10,000 is approved for staff costs and</li> </ul>
--	--

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

	<p>investigations to reach the next Gateway;</p> <ol style="list-style-type: none"> <li>2. Note the total estimated cost of the project at between £300,000 and £500,000 (excluding risk).</li> <li>3. Please note that no Costed Risk Provision is requested at this stage, although £120,000 of costed risks against asbestos and contamination are identified in the Project Risk Register. These will be reviewed at the next gateway following further investigations.</li> </ol>															
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table border="1" data-bbox="528 651 1390 1373"> <thead> <tr> <th data-bbox="528 651 762 792">Item</th> <th data-bbox="762 651 1027 792">Reason</th> <th data-bbox="1027 651 1256 792">Funds/ Source of Funding</th> <th data-bbox="1256 651 1390 792">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 792 762 1010">Staff Costs</td> <td data-bbox="762 792 1027 1010">Options Appraisal, liaison and management of investigations</td> <td data-bbox="1027 792 1256 1010" rowspan="2">Bridge House Estates 50-year Repair and Maintenance Fund</td> <td data-bbox="1256 792 1390 1010">4,000</td> </tr> <tr> <td data-bbox="528 1010 762 1301">Investigations</td> <td data-bbox="762 1010 1027 1301">Preliminary investigation to identify asbestos and other contamination risks</td> <td data-bbox="1256 1010 1390 1301">6,000</td> </tr> <tr> <td data-bbox="528 1301 762 1373"><b>Total</b></td> <td data-bbox="762 1301 1027 1373"></td> <td data-bbox="1027 1301 1256 1373"></td> <td data-bbox="1256 1301 1390 1373"><b>10,000</b></td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	Options Appraisal, liaison and management of investigations	Bridge House Estates 50-year Repair and Maintenance Fund	4,000	Investigations	Preliminary investigation to identify asbestos and other contamination risks	6,000	<b>Total</b>			<b>10,000</b>
Item	Reason	Funds/ Source of Funding	Cost (£)													
Staff Costs	Options Appraisal, liaison and management of investigations	Bridge House Estates 50-year Repair and Maintenance Fund	4,000													
Investigations	Preliminary investigation to identify asbestos and other contamination risks		6,000													
<b>Total</b>			<b>10,000</b>													
<p><b>3. Governance arrangements</b></p>	<ul style="list-style-type: none"> <li>• Planning and Transportation Committee are the Service Committee responsible for the project</li> <li>• The Senior Responsible Officer will be Paul Monaghan (Assistant Director Engineering)</li> <li>• Project Board is not considered necessary for a low complexity maintenance project of this value and low risk</li> </ul>															

**Project Summary**

<p><b>4. Context</b></p>	<ul style="list-style-type: none"> <li>• The two “fixed” (or “shore”) spans of Tower Bridge include large covered service trenches in both footpaths, in order to service the North and South Towers, with a total length of trench approximately 300m.</li> </ul>
--------------------------	--

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

	<ul style="list-style-type: none"> <li>• The cast iron service covers have reached the end of their serviceable life and require replacement, due to pitting corrosion and other age-related defects leading to brittle fracture. Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works</li> <li>• The existing covers are extremely heavy and difficult to lift manually and/or without damage. The opportunity is being taken to consider low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations</li> <li>• Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning. The opportunity will therefore also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience</li> </ul>
<p><b>5. Brief description of project</b></p>	<p>The project involves the refurbishment of approximately 300m of service trenches on the fixed spans of Tower Bridge, including:-</p> <ol style="list-style-type: none"> <li>a) Replacement of service trench access covers that have reached the end of their serviceable life</li> <li>b) Removal of redundant services within the service trenches</li> <li>c) Removal of accumulated silt/debris from service trenches and clearing of drainage outlets</li> </ol>
<p><b>6. Consequences if project not approved</b></p>	<ul style="list-style-type: none"> <li>• Further brittle failures of covers during lifting or maintenance operations are anticipated, given the aged condition of the covers and apparent defects.</li> <li>• Isolated replacement of these on an individual basis as-and-when failures become apparent is not an economic strategy in the long term, due to the need to manufacture bespoke units in small quantities at inflated costs</li> <li>• The considerable weight of the existing covers is a considerable logistical challenge to maintaining the service trenches, allowing for manual handling considerations and current health and safety regulations</li> <li>• As a result, maintenance cleaning of the service trenches to remove silt and redundant services from the trenches has been limited, which is a risk to future services resilience and the drainage of the trenches.</li> </ul>



*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<p><b>7. SMART project objectives</b></p>	<ol style="list-style-type: none"> <li>1) Replacement of existing covers with alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches</li> <li>2) Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs</li> <li>3) Removal of redundant services and silt from service trenches to improve future servicing resilience</li> </ol>
<p><b>8. Key benefits</b></p>	<ol style="list-style-type: none"> <li>1) Reduction in revenue costs for maintenance of the service trenches</li> <li>2) Mitigation of health and safety manual handling risks to maintenance staff</li> <li>3) Facilitating efficient and economic future maintenance of the service trenches on regular basis</li> <li>4) Improving services resilience for Tower Bridge</li> </ol>
<p><b>9. Project category</b></p>	<p>7b. Major renewals, typically of a one-off nature (supplementary revenue)</p>
<p><b>10. Project priority</b></p>	<p>B. Advisable</p>
<p><b>11. Notable exclusions</b></p>	<p>The existing proposals and project budget do not include for replacing the cast-iron bedding frames and concrete plinths which support the existing covers. These appear to be good condition and would not be expected to deteriorate within the service life of the new covers, particularly if lightweight materials are used</p>

**Options Appraisal**

<p><b>12. Overview of options</b></p>	<ol style="list-style-type: none"> <li>1) Retain existing covers and replace on an individual like-for-like or similar basis when further failures occur</li> <li>2) Replace all covers on a like-for-like or similar basis</li> <li>3) Replace all covers using alternative lightweight/composite materials</li> </ol>
---------------------------------------	---

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

### Project Planning

<p><b>13. Delivery period and key dates</b></p>	<p><b>Overall project:</b> Expected completion in Q3/Q4 2020</p> <p><b>Key dates:</b></p> <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">Estimated Gateway 3/4</td> <td style="text-align: center;">Feb 2020</td> </tr> <tr> <td style="text-align: center;">Estimated Gateway 5</td> <td style="text-align: center;">June 2020</td> </tr> </table> <p><b>Other works dates to coordinate:</b> Project to be coordinated with all Tower Bridge projects referenced in the 50-year plan, particularly Tower Bridge HV Replacement Scheme</p>	Estimated Gateway 3/4	Feb 2020	Estimated Gateway 5	June 2020
Estimated Gateway 3/4	Feb 2020				
Estimated Gateway 5	June 2020				
<p><b>14. Risk implications</b></p>	<p><b>Overall project risk:</b> Low</p> <p>The risk profile of this project is considered to be very low, as the project comprises only low complexity works to replace existing service trench covers, with associated silt removal and striping for redundant services from the service trenches.</p> <p>Further information available within the Risk Register (Appendix 2)</p>				
<p><b>15. Stakeholders and consultees</b></p>	<ol style="list-style-type: none"> <li>1) Tower Bridge Operations/Technical Team</li> <li>2) Tower Bridge Exhibition</li> <li>3) Transport for London</li> <li>4) Port of London Authority</li> <li>5) Local Planning Authorities (and Historic England)</li> <li>6) Local businesses and residents</li> </ol>				

### Resource Implications

<p><b>16. Total estimated cost</b></p>	<p><b>Likely cost range (excluding risk):</b> £300,000 to £500,000</p> <p><b>Likely cost range (including risk):</b> As above – no CRP requested at this stage</p>							
<p><b>17. Funding strategy</b></p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: Internal - Funded wholly by City's own resource</p> <table border="1" data-bbox="533 1749 1350 1951" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Funds/Sources of Funding</th> <th style="text-align: left;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Bridge House Estates 50-year Repair and Maintenance Fund</td> <td>£300k to £500k</td> </tr> <tr> <td><b>Total</b></td> <td>£300k to £500k</td> </tr> </tbody> </table> <p>Funding to this maximum value is already identified in the currently approved 50-year plan for Tower Bridge</p>	Funds/Sources of Funding	Cost (£)	Bridge House Estates 50-year Repair and Maintenance Fund	£300k to £500k	<b>Total</b>	£300k to £500k
Funds/Sources of Funding	Cost (£)							
Bridge House Estates 50-year Repair and Maintenance Fund	£300k to £500k							
<b>Total</b>	£300k to £500k							

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<b>18. Investment appraisal</b>	Not applicable
<b>19. Procurement strategy/route to market</b>	Full consultation with City Procurement will be conducted prior to Gateway 3/4. However, given the low complexity of the project and the absence of any design elements, this project lends itself to construction under either the term contract or a competitively tendered traditional works contract.
<b>20. Legal implications</b>	None
<b>21. Corporate property implications</b>	<p>This meets the following Asset Management objectives of the Corporate Asset Management Plan;</p> <ul style="list-style-type: none"> <li>• Operational assets are fit for purpose and meet service delivery needs</li> <li>• Capital and revenue projects are affordable, sustainable, prudent and directed to the highest corporate priorities</li> <li>• Align asset management activity with Service Committee’s business plans to deliver asset related corporate and business objectives</li> <li>• To seek to improve the efficiency and sustainability of operational assets in accordance with corporate objectives and statutory requirements</li> </ul>
<b>22. Traffic implications</b>	<p>Subject to agreement with Transport for London, phased temporary lane closures (possibly overnight or at weekends) are envisaged so that construction vehicles and mobile lifting plant can access the working areas to remove existing covers and silt from the footways</p> <p>Similarly, phased temporary footway closures are envisaged, with dedicated road crossing points provided to divert pedestrians to the opposite footway at each end of the fixed spans.</p>
<b>23. Sustainability and energy implications</b>	The use of replacement covers using lightweight composite materials from recycled material will be considered as part of the project development, in addition to low or zero-maintenance products for their design life.
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	Not applicable. An equality impact assessment will not be undertaken

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<b>26. Data Protection Impact Assessment</b>	Not applicable
--	----------------

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Risk Register

### **Contact**

<b>Report Author</b>	Mark Bailey
<b>Email Address</b>	<a href="mailto:Mark.Bailey@cityoflondon.gov.uk">Mark.Bailey@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1972

This page is intentionally left blank



This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

## Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12197	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	Tower Bridge Service Trench Refurbishment		
<b>[3] Programme Affiliation (if applicable)</b>	To be coordinated with the programme for other works relating to Tower Bridge referenced in the 50 year plan		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Gordon Roy 23/10/2019 (District Surveyor & Environmental Resilience Director)
<b>[5] Senior Responsible Officer</b>	Paul Monaghan (Assistant Director – Engineering)
<b>[6] Project Manager</b>	Mark Bailey

Description and purpose	
<b>[7] Project Description</b>	The project involves the refurbishment of approximately 300m of service trench on the fixed spans of Tower Bridge, including:- <ol style="list-style-type: none"> <li>Replacement of service trench access covers that have reached the end of their design life</li> <li>Removal of redundant services within the service trenches</li> <li>Removal of accumulated silt/debris from service trenches and clearing of drainage outlets</li> </ol>
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>	<ul style="list-style-type: none"> <li>The service covers have reached the end of their service life and are suffering from heavy corrosion.</li> <li>The existing covers are extremely heavy and difficult to lift manually and/or without damage.</li> <li>Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works</li> <li>Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning.</li> <li>The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations</li> <li>The opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience</li> </ul>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	[9] Our spaces are secure, resilient and well-maintained.
<b>[10] What is the link to the departmental business plan objectives?</b>	Departmental business plan generally refers to maintaining and maximising the City's assets. Specific Built Environment objectives that are relevant include:- <p>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.</p>

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	N	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches
2) Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs
3) Removal of redundant services and silt from service trenches to improve future servicing resilience
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
Tracking not required, although general and unquantified legacy benefits referred to above
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £300,000 Upper Range estimate: £500,000
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
N/A
<b>[16] What are the expected sources of funding for this project?</b>
£500,000 funding identified in the Bridge House Estates 50-year Repair & Maintenance Plan (the "50-year plan") for 2020/21 financial year
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
The programme for this project is not critical and is not subject to any particular deadline, although it may be considered advantageous to complete the project in advance of – or in parallel with - the Tower Bridge High Voltage Replacement Scheme in 2020/21 FY

<b>Project Impact:</b>
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>
Major or prolonged works such as this at Tower Bridge involving temporary footway or lane closures are always likely to generate a degree of public or media interest, although the duration and impact of these works on the public is likely to be very limited. Some coordination with the City's PR and Media teams is therefore considered prudent

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	At Project Initiation stage, although Tower Bridge Operations Team have been consulted. Finance will be aware of provisions within 50-year plan approved in previous years by P&T
Chamberlains: Procurement	
IT	
HR	
Communications	
Corporate Property	
External	
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
Client	Not applicable
Supplier	
Supplier	
Project Design Manager	
Design/Delivery handover to Supplier	

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project Name:	<b>Tower Bridge Service Trenches Refurbishment</b>	PM's overall risk rating:	<b>Low</b>	CRP requested this gateway	£ -	Average unmitigated risk	<b>4.8</b>	Open Risks	5
Unique project identifier:	<b>12197</b>	Total estimated cost (exc risk):	£ <b>500,000</b>	Total CRP used to date	<b>#REF!</b>	Average mitigated risk score	<b>4.0</b>	Closed Risks	0

General risk classification											Mitigation actions							Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	4	(1) Compliance/Regulatory	Delays in receiving approvals from planning authorities and Historic England for change of cover type	Delay to works commencing and/or reversion to more expensive heavy covers matching existing	Possible	Serious	6	£150,000.00	N	B - Fairly Confident	Early consultation with planning authorities and Historic England, prior to committing to product or contractor	£0.00	Unlikely	Serious	£0.00	4	£0.00		21/10/19	Built Environment	Mark Bailey		Consultation to take place prior to G3/4
R2	5	(1) Compliance/Regulatory	Unable to gain timely approval from TfL for temporary lane or footway closures	Delay to works commencing and/or alternative phasing or additional TM requirements stipulated	Possible	Minor	3	£20,000.00	N	B - Fairly Confident	Early consultation with TfL and other local stakeholders, not least Tower Bridge Exhibition	£0.00	Unlikely	Minor	£0.00	2	£0.00		21/10/19	Built Environment	Mark Bailey		Consultation to take place prior to G3/4
R3	6	(3) Reputation	Public dissatisfaction with works	Reputational damage of City and TB Exhibition	Possible	Minor	3	£0.00	N	B - Fairly Confident	Early consultation with PR/Media Team, TfL and TB Exhibition - as for previous projects	£0.00	Unlikely	Minor	£0.00	2	£0.00		21/10/19	Built Environment	Mark Bailey		Consultation to take place prior to G3/4
R4	6	(9) Environmental	Contaminated silt discovered in trenches	Cost and delay impact	Possible	Serious	6	£20,000.00	N	B - Fairly Confident	Random sampling of silt samples prior to G5	£3,000.00	Possible	Serious	£20,000.00	6	£0.00		21/10/19	Built Environment	Mark Bailey		Sampling will not reduce the risk of the costs of disposal. However, it will identify the risk prior to construction in order to inform a later CRP at G3/4
R5	6	(9) Environmental	Asbestos containing materials found in redundant services	Cost and delay impact	Possible	Serious	6	£100,000.00	N	C - Uncomfortable	Review of past surveys for ACM and potential random sampling	£3,000.00	Possible	Serious	£100,000.00	6	£0.00		21/10/19	Built Environment	Mark Bailey		Sampling will not reduce the risk of the costs of remediation. However, it will identify the risk prior to construction in order to inform a later CRP at G3/4 or whether to exclude stripping of old services from the scope of works as part of this project



This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted



This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank