



## Culture, Heritage and Libraries Committee

**Date:** WEDNESDAY, 4 DECEMBER 2013  
**Time:** 11.30am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

John Scott (Chairman)	Robert Merrett
Vivienne Littlechild (Deputy Chairman)	Sylvia Moys
Christopher Boden	Barbara Newman
Mark Boleat	Graham Packham
Deputy Michael Cassidy	Alderman Dr Andrew Parmley
Dennis Cotgrove	Ann Pembroke
Deputy Billy Dove	Judith Pleasance
Deputy Anthony Eskenzi	Emma Price
Kevin Everett	Deputy Gerald Pulman
Lucy Frew	Stephen Quilter
Deputy the Revd Stephen Haines	Deputy Richard Regan
Brian Harris	Alderman William Russell
Tom Hoffman	Deputy Dr Giles Shilson
Wendy Hyde	Mark Wheatley
Jamie Ingham Clark	Alderman David Graves (Ex-Officio Member)
Deputy Alastair King	Deputy Catherine McGuinness (Ex-Officio Member)
Jeremy Mayhew	Vacancy

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Lunch will be served in Guildhall Club at 1PM

**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 approve the public minutes of the meeting held on 28 October 2013  

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

  - a) **BENEFICES SUB COMMITTEE MINUTES**  
To receive the public minutes and summary of the Benefices Sub Committee meeting held on 3 July 2013.  

**For Information**  
(Pages 7 - 8)
  - b) **KEATS HOUSE CONSULTATIVE COMMITTEE MINUTES**  
To receive the minutes of the Keats House Consultative Committee meeting held on 18 October 2013.  

**For Information**  
(Pages 9 - 12)
4. **CULTURAL HUB WORKING PARTY**  
Following the Policy and Resources Committee approving the establishment of a Cultural Hub Working Party at its meeting on 21 November 2013, your Committee are asked to appoint one representative to the body.  

**For Decision**  
(Pages 13 - 16)
5. **CITY OF LONDON POCKETBOOK - OPTIONS FOR THE FUTURE**  
Report of the Town Clerk.  

**For Decision**  
(Pages 17 - 26)
6. **GUILDHALL LIBRARY**  
Presentation by the Head of Guildhall Library.  

**For Information**
7. **GRESHAM COLLEGE**  
Presentation by the Provost, Gresham College.  

**For Information**

8. **CULTURE HERITAGE & LIBRARIES BUSINESS PLAN 2013-2015 - Q2 MONITORING REVIEW**  
Report of the Director of Culture, Heritage and Libraries.  
**For Information**  
(Pages 27 - 44)
9. **REVENUE AND CAPITAL BUDGETS - 2014/15**  
Joint report of the Chamberlain and the Director of Culture, Heritage and Libraries.  
**For Decision**  
(Pages 45 - 56)
10. **CITY INFORMATION CENTRE ANNUAL REPORT AND USER SURVEY 2012/13**  
Report of the Director of Culture, Heritage and Libraries.  
**For Information**  
(Pages 57 - 108)
11. **PUBLIC LIBRARY BYELAWS**  
Report of the Director of Culture, Heritage and Libraries.  
**For Decision**  
(Pages 109 - 120)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
14. **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**

15. **NON PUBLIC MINUTES**  
To approve the non-public minutes of the meeting held on 28 October 2013.  
**For Decision**  
(Pages 121 - 124)
- a) **NON PUBLIC BENEFICES SUB COMMITTEE MINUTES**  
To receive the non-public minutes of the Benefices Sub Committee meeting held on 3 July 2013.  
**For Information**  
(Pages 125 - 128)

16. **OPTIONS APPRAISAL - REPLACEMENT OF LIGHTING AND CONTROLS/DIMMING SYSTEM IN THE GUILDHALL ART GALLERY**  
Report of the City Surveyor.  

**For Decision**  
(Pages 129 - 140)
17. **AUTHORITY TO START WORK - GUILDHALL ART GALLERY: HERITAGE GALLERY**  
Joint report of the City Surveyor and the Director of Culture, Heritage and Libraries.  

**For Decision**  
(Pages 141 - 162)
18. **TOWER BRIDGE AND MONUMENT PERFORMANCE REPORT - APRIL TO SEPTEMBER 2013**  
Report of the Director of Culture, Heritage and Libraries.  

**For Information**  
(Pages 163 - 172)
19. **DISPLAY OF SHIP'S BELL, HMS LONDON**  
Report of the Director of Culture, Heritage and Libraries.  

**For Information**  
(Pages 173 - 176)
20. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

# Agenda Item 3

## CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Monday, 28 October 2013

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at the Guildhall EC2 at 11.30am

### Present

#### Members:

John Scott (Chairman)	Jeremy Mayhew
Deputy Michael Cassidy	Barbara Newman
Deputy Billy Dove	Graham Packham
Lucy Frew	Judith Pleasance
Deputy the Revd Stephen Haines	Deputy Dr Giles Shilson
Wendy Hyde	Mark Wheatley
Jamie Ingham Clark	Alderman David Graves (Ex-Officio Member)

#### Officers:

Matthew Pitt	- Town Clerk's Department
Andrew Wild	- City Surveyor's Department
Julian Kverndal	- City Surveyor's Department
Nick Bodger	- Culture, Heritage and Libraries
Carol Boswarthack	- Culture, Heritage and Libraries Department
Geoff Pick	- Culture, Heritage and Libraries Department
David Wight	- Culture, Heritage and Libraries
Andrew Buckingham	- Public Relations Department
Jacque Campbell	- Community and Children's Services Department

#### 1. APOLOGIES

Apologies were received from Mark Boleat, Deputy Anthony Eskenzi, Brian Harris, Vivienne Littlechild, Deputy Catherine McGuinness, Sylvia Moys, Alderman Dr Andrew Parmley, Ann Pembroke, Emma Price, Deputy Gerald Pulman, Deputy Richard Regan and Alderman William Russell.

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

John Scott and Jeremy Mayhew declared an interest as Trustees of the City of London Festival.

Judith Pleasance declared an interest as a Member of the Clockmakers Livery.

#### 3. MINUTES

The public minutes and non-public summary of the meeting held on 1 July were approved.

## **Matters arising:**

### **Exhibition Hall 2**

The Chairman reported that a Feasibility study would be coming back to the Committee at a future meeting.

### **Timber Staircase**

The Chairman reported that this installation, approved at the last meeting, was placed on the Southbank and not at St Paul's.

### **Pocketbook Survey**

The Chairman informed Members that a report detailing the results of the Pocketbook Survey would be brought to the next meeting of the Committee.

#### **4. REPORT OF ACTION TAKEN BETWEEN MEETINGS**

The Committee received a report of the Town Clerk detailing action taken using delegated authority and urgency procedures since the last meeting.

#### **5. GUILDHALL LIBRARY**

This item was deferred until the next meeting.

#### **6. CITY OF LONDON FESTIVAL 2013 PROGRAMME**

The Committee received a report of the Director of Culture, Heritage and Libraries providing Members with details of the 187 events that were part of the City of London Festival 2013.

The Committee extended its thanks to the outgoing Director of the Festival for his 8 years of service to the City.

#### **7. CITY OF LONDON FESTIVAL - INTRODUCTION OF NEW DIRECTOR**

The Director of the City of London Festival introduced himself to the Committee for the first time and spoke of his vision for the future of the Festival.

The Director highlighted a change of emphasis he wanted to engineer for the Festival towards pop-up venues, new and informal venues alongside historic formal locations, the introduction of spoken word and other literary elements and the showcasing of the City's great depth of choral talent.

In response to the Chairman's question, the Director responded that the climate for private sponsorship was slowly improving and the Festival was looking to new media partners to enhance awareness within London.

In response to a Member's question, the Director responded that his team were working closely with City Libraries to progress the literary element of the Festival.

#### **8. BUSINESS PLAN 2012-2013 OUTTURN REPORT**

The Committee received a report of the Director of Culture, Heritage and Libraries concerning the 2012-13 Business Plan outturn. The report

demonstrated the outturn performance achieved against the business plan and highlighted a successful year in all areas across the department.

9. **CITY OF LONDON VISITOR STRATEGY**

The Committee received a report of the Director of Culture, Heritage and Libraries seeking approval to the City of London Visitor Strategy 2013-17.

**RESOLVED** – That the City of London Visitor Strategy 2013-17 be adopted as a Strategic Corporate Document.

10. **REVIEW OF KEATS HOUSE COLLECTIONS DEVELOPMENT POLICY**

The Committee received a report of the Director of Culture, Heritage and Libraries seeking approval to the updated Collections Development Policy at Keats House.

The Principal Curator at Keats House advised that the Policy had been updated to bring it up to date with the latest Arts Council England templates and the Museum Accreditation Standard.

**RESOLVED** – that the updated Collections Development Strategy Policy be approved.

11. **WEDDINGS AT KEATS HOUSE**

The Committee received a report of the Director of Culture, Heritage and Libraries asking Members to consider the best route forward with proposals to hold wedding ceremonies at Keats House.

The Director of Visitor Services reported that at a recent Keats House Consultative Committee meeting and at a special residents meeting, there had been strong feeling against the proposals from a small group. He added that the majority of the local population remained neutral.

The Director drew attention to the current budget deficit at Keats House and highlighted the importance of the House generating its own income. He added that some residents had suggested alternative ways of raising money for the House and officers felt these should be explored prior to going ahead with the wedding plans.

In response to a Member's question, the Principal Curator advised that she anticipated less disruption from a wedding ceremony than from some of the existing private events at the House.

**RESOLVED**, That:

- a) officers be tasked to undertake a feasibility assessment of alternative fundraising plans suggested by local residents and report back to the Committee at the first meeting of the New Year; and
- b) the decision regarding whether to hold wedding ceremonies at Keats House be delayed pending the above mentioned report.

12. **RESULTS OF TRIENNIAL OPINION POLLING OF THE CITY OF LONDON CORPORATION'S KEY AUDIENCES**

The Committee received a report of the Director of Public Relations summarising the results of the latest polling of key City audiences, conducted by TNS between April and June 2013.

The Head of Barbican and Community Libraries noted that she felt the sample data was not particularly useful but added she would continue to analyse it for patterns. She highlighted a decline in satisfaction at some libraries but linked this to a disruption to services at those locations.

She further highlighted that she would be conducting a full survey of library users across the City at a future date.

13. **PORTSOKEN EARLY INTERVENTION REVIEW FINDINGS AND RECOMMENDATIONS**

The Committee received a report of the Director of Community and Children's Services regarding the Portsoken Early Intervention Review findings and recommendations.

The Director of Community and Children's Services advised the Committee that the proposals to join up facilities in Portsoken marked a new joined up effort to link the two communities at Mansell Street and Middlesex Street via Artizan Library.

**RESOLVED** – That,

- a) the Portsoken Early Intervention Review, attached as Appendix One to this report, and any comments received by partners, be noted;
- b) the principle of the six priorities for action set out in the review, be endorsed as set out below;
  - a. A coordinated approach be taken for the commissioning and delivery of services, bringing the services, providers and facilities in the ward together under a 'One Portsoken' umbrella;
  - b. better use be made of the assets and facilities in the ward;
  - c. the development of a health education strategy targeting those residents and city workers who are most vulnerable, such as the elderly, and also young people, who can be difficult to access, be authorised;
  - d. investment in the community initiatives that help to maintain a sense of community on both estates in the ward, be continued;
  - e. a coordinated service that brings City Advice and Adult Learning together to help residents manage their benefits and budgets be put in place;
  - f. a targeted employment and skills programme to continue to provide access to employment support be put in place;
- c) recommendation 1.1 in the review that the Portsoken Health and Community Centre should be managed by the Centre Manager of the



Artizan Street Library and Community Centre from 1<sup>st</sup> April 2014 onwards be agreed; and

- d) the Director of Community and Children's Services decision to waive the City's Procurement Regulations in accordance with Regulation 12 to allow the appointment of Rocket Science to support the establishment of a 'One Portsoken Forum', be endorsed.

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

There were no questions.

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

There were three items urgent items of business.

**Cart Marking**

The Chairman advised the Committee that he had been invited by the Cart Makers to the Cart Marking Ceremony and he expected this to continue for future Chairmen.

**City Arts Initiative Proposal – Silent Cacophony**

The Committee were asked to give approval to a one day installation to mark Remembrance Day.

**RESOLVED** – That the application for the installation of Silent Cacophony be approved.

**Member Visits to Cultural Assets**

The Chairman urged Members, new and longstanding to contact the Director of Culture, Heritage and Libraries should they wish to be guided around any of the City Corporation's cultural assets.

**16. EXCLUSION OF THE PUBLIC**

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

**Item No.**

18 – 22

23 & 24

**Paragraph No.**

3

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**17. NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 1 July 2013 were approved.

**18. CLOCKMAKERS REPORT 28 OCTOBER 2013 - FINAL**

The Committee approved a report of the City Surveyor.

**19. GATEWAY 4- DETAILED OPTIONS APPRAISAL THE LORD MAYOR'S STATE COACH, SEMI STATE COACHES AND DRESS CHARIOTS**

The Committee approved a report of the City Surveyor.

20. **DETAILED DESIGN - GUILDHALL ART GALLERY: HERITAGE GALLERY GATEWAY 4C**  
The Committee approved a report of the City Surveyor.
21. **TOWER BRIDGE AND MONUMENT PRICING REVIEW 2014/15**  
The Committee approved a report of the Director of Culture, Heritage and Libraries.
22. **OUTCOME REPORT - TOWER BRIDGE ACCESS IMPROVEMENTS**  
The Committee received a report of the City Surveyor.
23. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no urgent items.

**The meeting closed at 12.40pm**

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Chairman

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

Wednesday, 3 July 2013

**Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries) Committee held at the Guildhall EC2 at 11.30am**

### **Present**

#### **Members:**

Deputy Billy Dove

Wendy Hyde

Vivienne Littlechild (Ex-Officio Member)

Alderman Dr Andrew Parmley

John Scott (Ex-Officio Member)

#### **Officers:**

Jacqui Daniels

- Town Clerk's Department

#### **1. APOLOGIES**

There were apologies from Deputy Richard Regan.

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

There were no declarations.

#### **3. APPOINTMENT OF THE SUB COMMITTEE**

a) A resolution of the Culture, Heritage and Libraries Committee of 29 April 2013 appointing the Sub Committee was noted.

b) The terms of reference of the Sub Committee, approved by the Grand Committee on 29 April 2013 were noted.

#### **4. ELECTION OF CHAIRMAN**

The Sub Committee proceeded to elect a Chairman in accordance with Standing Order No. 29.

The Town Clerk read a list of Members eligible to serve and Deputy Dove, being the only member indicating a willingness to serve was declared to have been elected Chairman for the ensuing year and took the Chair.

**RESOLVED** - That in accordance with Standing Order No 29, Deputy Billy Dove be elected Chairman for the ensuing year.

#### **5. ELECTION OF DEPUTY CHAIRMAN**

The Sub Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30.

It was noted that, customarily, the Chairman of the Grand Committee served as Deputy Chairman of this Sub Committee and Mr Scott, having indicated his willingness to serve was declared to have been elected Deputy Chairman for the year ensuing.

**RESOLVED** - That in accordance with Standing Order No 30, John Scott be elected Deputy Chairman for the ensuing year.

6. **MINUTES**

The Minutes of the meeting held on 28 January 2013 were approved as a correct record.

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

There were no questions.

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

There were no items of urgent business.

9. **EXCLUSION OF THE PUBLIC**

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

**Item No.**  
10 & 11

**Exemption Paragraph**  
3

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 28 January 2013 were approved as a correct record.

11. **THE CITY OF LONDON CORPORATION BENEFICES**

The Sub Committee received a report of the Town Clerk which provided Members with information on the various City Corporation Benefices.

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

**Date of Next Meeting**

In answer to a Member's question the Town Clerk confirmed that the next meeting of the Sub Committee would be held at 1.45pm on 28 October 2013.

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

There were no items of urgent business.

**The meeting closed at 12.30pm**

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Chairman

**Contact Officer: Jacqui Daniels**  
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**jacqui.daniels@cityoflondon.gov.uk**

## KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 18 October 2013

Minutes of the meeting of the Keats House Consultative Committee held at Keats House, 10 Keats Grove on Friday, 18 October 2013 at 11.30am

### Present

#### Members:

Dennis Cotgrove  
Martin Humphery  
Nigel Steward  
Jim Burge

Susan Kirby  
Steven Bobasch  
Diana Gore

#### Officers:

Matthew Pitt	- Town Clerk's Department
David Pearson	- Director of Culture, Heritage and Libraries
Vicky Carroll	- Culture, Heritage and Libraries
David Wight	- Culture, Heritage & Libraries Department

#### 1. APOLOGIES

Apologies were received from Vivienne Littlechild, John Scott and Barbara Newman.

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

There were no declarations.

#### 3. MINUTES

The minutes of the meeting held on 5 February 2013 were approved.

#### 4. KEATS HOUSE EVENTS, EDUCATION AND COMMUNITY PROGRAMME

The Committee received a report of the Director of Culture, Heritage and Libraries summarising progress in delivering Objective 1 of the Keats House Business Plan 2013-14.

The Principal Curator at Keats House advised that it had been a busy period for the House and noted the increase in visitor numbers.

The Chief Executive of Keats Community Library felt the rise in visitor numbers was positive for both the House and the Community Library. He added that he and the Principal Curator were working closely on joining up mailing lists, family events and other joint promotion to build the audience of the House.

The Visitor Services Director added that a new Education Officer and a support post at the City Corporation would be working with the House to promote its educational offer further.

The Director of Culture, Heritage and Libraries noted that the educational theme at Keats House worked well with the City Corporation's Education Strategy which had recently been developed.

In response to a Member's question, the Principal Curator undertook to report detailed figures on the demographic of people visiting the house and the income of the house via email.

#### **5. WEDDINGS AT KEATS HOUSE**

The Committee received a report of the Director of Culture, Heritage and Libraries setting out proposals for wedding ceremonies to be held at Keats House and how these would be managed to protect the House and its collection whilst generating additional income.

The Director of Culture, Heritage and Libraries outlined the financial context to the proposals, highlighting cuts to the City Corporation's funding and the current budget deficit at Keats House.

The representative of Keats Grove Residents Association felt that the current proposals would not be popular with the local population and that they would not have a great impact on the budget deficit. She listed parking noise, the fragile nature of the building, and the deed of the house.

Another Member noted the major concession of there being no proposal to hold receptions within the report.

In response to a Member's question, the Director of Culture, Heritage and Libraries highlighted that a review was built into the proposals.

Some Members felt that the City Corporation should explore the expansion of the retail operation onto to the internet, noting the large worldwide following of Keats and the strength of the Keats Brand.

In response to a Member's query on the National Trust Partnership, the Principal Curator undertook to conduct a survey of the number of visitors and income generated via this relationship.

Members noted the Keats Foundation had not been as successful as it was hoped in generating support for the House.

The Chairman thanked Members for their contribution to the discussion and assured the Committee that the matter would be discussed thoroughly at the Culture, Heritage and Libraries meeting on 28 October, before a decision on the proposals would be made.

#### **6. DATE OF THE NEXT MEETING**

The Town Clerk informed the Committee that its next meeting would take place on 6 February 2014 at 13.45. The location would be Guildhall.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 12.40pm**

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Chairman

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# Agenda Item 4

TO: BARICAN CENTRE BOARD Wednesday, 27 November 2013

BOARD OF GOVERNORS OF THE  
MUSEUM OF LONDON Wednesday, 4 December 2013

CULTURE HERITAGE AND LIBRARIES  
COMMITTEE Wednesday, 4 December 2013

BOARD OF GOVERNORS OF THE  
GUILDHALL SCHOOL OF MUSIC AND  
DRAMA Monday, 24 February 2013

FROM: POLICY AND RESOURCES COMMITTEE

## **CULTURAL HUB WORKING PARTY**

The Committee considered a report of the Town Clerk concerning the creation of a Cultural Hub Working Party to oversee the strategy for developing a cultural hub in the City.

A Deputy Chairman referred to the composition of the Working Party and suggested that given the significance of the creation of a cultural hub, one of the Committee's places on it should be allocated to the Chairman of the Policy and Resources Committee or to one of the Deputy Chairmen. Further discussion ensued and it was agreed that given the importance of this project, in addition to the appointment of two representatives, the Working Party should be chaired by the Chairman of this Committee.

The Committee also agreed to the Principal of the Guildhall School Music and Drama and the Director of Culture, Heritage and Libraries serving on the Working Party.

RESOLVED – That:-

1. a working party be established to oversee the development of a cultural hub based on the Barbican area to coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area;
2. the working party be constituted for 12 months initially and that its membership be as follows:-
  - The Chairman of the Policy and Resources Committee who should also chair the working party;

- Two additional representatives from the Policy & Resources Committee
  - One representative from:-
    - the Board of the Museum of London
    - the Barbican Centre Board
    - the Board of Governors of the Guildhall School of Music and Drama
    - the Culture, Heritage and Libraries Committee
    - the Planning and Transportation Committee
  - the Managing Director of the Barbican Centre
  - The Principal of the Guildhall School of Music and Drama
  - The Director of Culture Heritage and Libraries
  - the Director of the Museum of London
  - the Director of the Built Environment
3. the Policy and Resources Committee be kept updated on the activities of the working party.

<b>Committee:</b> Policy and Resources	<b>Date:</b> 21 <sup>st</sup> November 2013
<b>Subject:</b> Cultural Hub Working Party	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>

### Summary

1. The City of London has an extensive cultural offering and the City Corporation, as the 4<sup>th</sup> largest cultural funder in the UK, is committed to promoting and enhancing this offer. The Corporation's 'Cultural Strategy 2012-2017' stated that the Corporation's *vision for 2017 is to see the City's identity as a cultural hub strengthened in its own right, alongside its status as a financial centre.*
2. The strategy proposed developing the cultural hub around the area of the Barbican, based on the Barbican Centre, the Guildhall School of Music & Drama, and the Museum of London, involving the world-class cultural institutions resident there including the London Symphony Orchestra.
3. The hub would be both a visual area that invites people in to experience its cultural offering and a collaborative hub between renowned institutions. It is proposed that a 'cultural hub working party' is established to oversee this project. The working party would consider how improvements to the street scene, links to future transport infrastructure developments (especially the opening of Crossrail in 2018), and increased collaboration between these organisations will draw in more visitors to this area and increase the exposure of, and enhance the quality of provision by, these renowned cultural institutions.
4. The working party will bring together officers from these institutions and Members with an interest in the cultural development of the City. Initially it will identify its vision for the area before exploring what work will need to be undertaken to achieve it. It is proposed that the working party is constituted for an initial 12 months and that its membership include:
  - Two representatives from the Policy & Resources Committee
  - One representative from:
    - the Board of the Museum of London
    - the Barbican Centre Board
    - the Board of Governors of the Guildhall School of Music and Drama
    - the Culture, Heritage and Libraries Committee
    - the Planning and Transportation Committee
  - the Director of the Barbican Centre
  - the Director of the Museum of London
  - the Director of the Built Environment

*The Chairman of the working party will be drawn from its membership.*

5. The working party will meet periodically to co-ordinate the work being undertaken, identify priorities and project streams, and agree to endorse projects as they are submitted to the relevant City committees for consideration.
6. It is to be recognised that this working party will be in addition to the Cultural Chairmen's Strategy Group which looks the City Corporation's wider cultural portfolio. It will focus on the co-ordinated development of the hub.
7. Today Members are asked only to approve the establishment of the working party. If approved, the relevant committees will be asked to appoint representatives in advance of this Committee appointing its two representatives to the working party.

### **Recommendations**

It is recommended that Members approve:

- the establishment of a working party to oversee the development of a cultural hub based on the Barbican area that will coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area;
- that the working party be initially constituted for 12 months; and
- that the Policy & Resources Committee be kept updated on the activities of the working party.

### **Contacts:**

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# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries	04 December 2013
<b>Subject:</b> City of London Pocketbook – Options for the future	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## **Summary**

At the July 2013 Meeting of the Culture, Heritage and Libraries Committee, Members requested that a survey of all Members of the Court of Common Council in respect of the City of London's Pocketbook be undertaken in order to inform a future report regarding future production of the Pocketbook, possible options for change and potential cost savings.

This report outlines the results of the survey that was undertaken in September, the current position with regards to staff and production costs associated with the Pocketbook; and also identifies a number of areas where possible improvements or savings might be realised in the future, should Members wish to examine the possibilities in greater detail.

## **Recommendation(s)**

Members are asked to:

- (i) note the contents of this report; and
- (ii) consider the establishment of a small Working Party of six Members to examine, in a task and finish approach, the potential improvements and cost savings that could be realised in the future in respect of production of the City of London Corporation's Pocketbook.

## **Main Report**

### **Background**

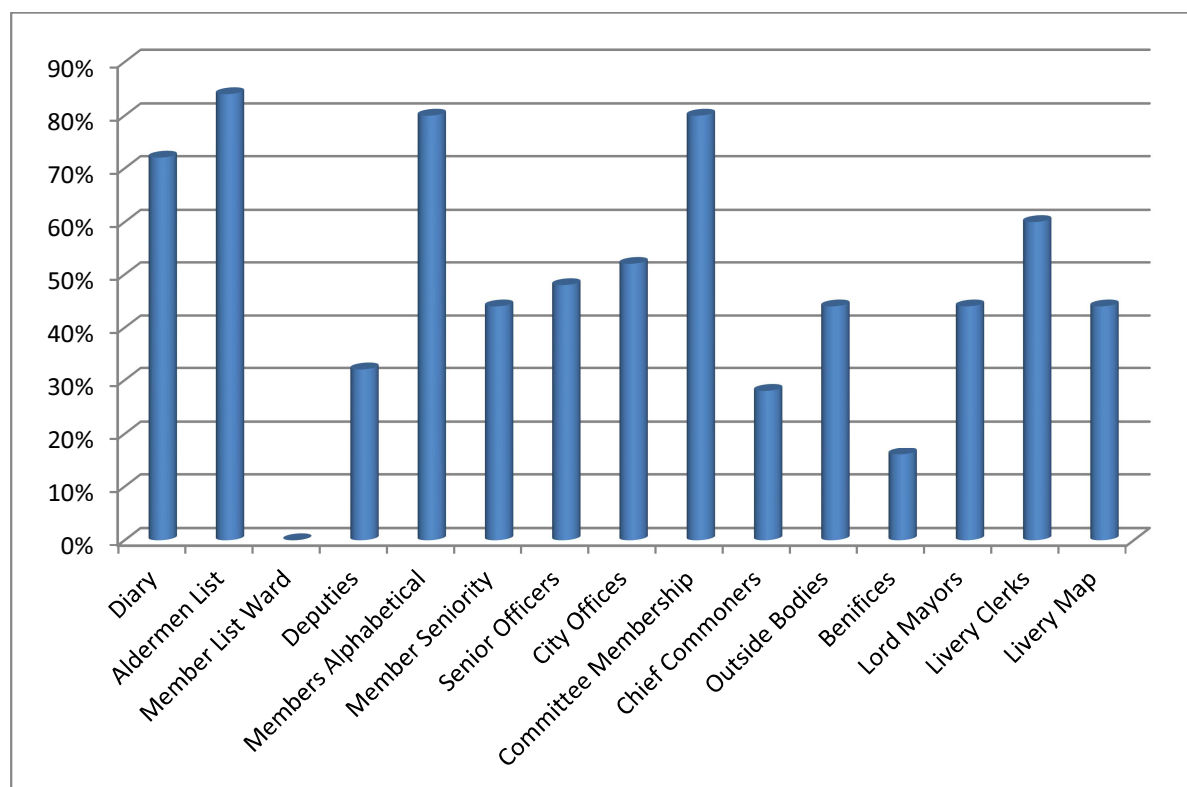
1. At the 1 July 2013 meeting of the Culture, Heritage, and Libraries Committee, Members noted the resource, cost and data inaccuracy implications associated with production of the Pocketbook. The Town Clerk commented on the forthcoming Service Based Reviews and the need to identify efficiencies across the organisation as of 2015/16. He also highlighted that much of the information contained within the Pocketbook was now readily available on-line and was automatically updated whenever data changed.
2. In response to the issues raised, the Committee requested that a comprehensive survey of all Common Councilmen be undertaken to establish

whether the Pocketbook, in its current form, was considered to be a useful tool and what information was most regularly relied upon.

### Current Position

3. The survey was conducted in September via an interactive PDF form which was sent to all Members of the Court of Common Council. The survey contained 18 questions to which either an 'often'/'rarely' or 'yes'/'no' answer could be given. Four questions also provided the opportunity for respondents to enter long-form answers and feedback.
4. Of the 125 Members of the Court of Common Council, 26 responded to both the short form and long form elements of the survey (20.8%) and 25 responded to just the short form survey (20%).
5. It was hoped that the survey would provide officers with a good overall picture of how Members use the Pocketbook i.e. those sections that are well used or rarely used. Whilst a 20% response rate makes drawing conclusions difficult, some headline facts have been extracted and are detailed below.

### 6. Graph 1 – Pocketbook use by section (%)



7. Graph 1 demonstrates that some sections of the Pocketbook are used more regularly than others. According to the survey, the four most used sections were the list of Aldermen, the Alphabetical list of Members, the list of committees (composition) and the diary section.

8. The four least used sections (those below 40%) were the list of Ward Deputies, the list of past Chief Commoners, the list of Benefices and the list of Members in Ward order.
9. The majority of respondents (72%) stated that they regularly used the diary section of the Pocketbook, despite the Committee calendar now being synchronised via Microsoft Exchange to Members' individual Outlook Email accounts and mobile devices. Additionally, an up to date meeting calendar is accessible on-line via both the intranet and the internet pages that are published through and kept up to date via Modern.gov, the Corporation's committee management software.
10. Some respondents often used the diary section but commented that they were interested in receiving e-diary training. A significant number of respondents indicated that they wanted this training regardless of how often they used the current Pocketbook Diary section (hard copy). If those people who had stated they would be interested in receiving training on electronic access to this information changed their usage habits following the e-diary training, there would most certainly be a reduction in the number of people relying on the hard copy Pocketbook for such data (to below 50%).
11. There were a number of comments within the free text section of the survey with many respondents highlighting the usefulness of some sections in the Pocketbook. However, a respondent did highlight their preference for electronically accessible information in PDF format.
12. One of the significant themes that ran through the comments was that there was support to achieve cost savings in the future by only producing a card version of the Pocketbook and cease production of the leather bound version that has historically been circulated to Members and Chief Officers. Another point raised was that Outlook appointments were much preferred to a list of dates and far easier to manage.
13. One of the inherent problems with the Pocketbook is that much of the data within it changes quickly following production and on an on-going basis throughout the year. Whilst a significant amount of time and effort is spent pre-printing to ensure that all the information is accurate, it can often have incorrect information by the time the printed copies are delivered and dispatched to Members and organisations throughout the City. Much of this data is stored and updated in Modern.gov and is automatically updated on the website and intranet pages through this package. There is a good correlation between the most used sections of the Pocketbook and those areas of data which are most likely to change, i.e. Members contact details, the committee diary and committee memberships. This information is therefore always up to date on-line and easily accessible by Members, particularly following the roll-out of iPads to Members.

## Costs

14. Due to the unique formatting of the City of London Pocketbook the costs, including binding, are particularly high for a publication of its size. In 2013, the City of London ordered 680 Pocketbooks at a total cost of £10,868.88. In addition to this, it is estimated that 130 staff hours were spent working on the Pocketbook - checking data, updating information such as Committee memberships, proof reading and ensuring all parties received their copy in good time. The cost of this staff element has been analysed and has been estimated at £2914.07, making the total cost of the 2013 Pocketbook £13,782.95. The number of hours spent is roughly equivalent to employing one full time member of staff for 3.5 weeks.
15. In addition to the above, the printing costs of the Pocketbook in 2013 can be further broken down, as follows:

	Number produced	Costs per Pocketbook	Total cost
Leather bound Pocketbook	180	£22.93	£4,127.40  (38% of the total printing cost)
Card bound Pocketbook	500	£9.86	£4930.00

16. At present, a large number of copies of the Pocketbook are printed and distributed widely each year. The 2013 distribution list for the Pocketbook can be found at Appendix 1 but it should be noted that this least does not reflect those additional copies that are circulated upon request (by exception).

### Migration to Modern.gov (committee management software)

17. In the past, production of the Pocketbook was largely automated and therefore required a smaller amount of staff input. Since migrating to the new committee management software, Modern.gov, the work involved with production of the Pocketbook has become more labour intensive as a result of the historic preference for the current format of the documentation contained within the Pocketbook.
18. Modern.gov includes functionality that will facilitate the automated production of a Pocketbook and is used by other organisations for this purpose. However, this is unlikely to match the existing format like for like. Migration to a new format would have the added advantage of minimising administrative errors as well as dramatically reducing the staff time and costs involved through the automation of the many manual tasks currently involved in the production of the Pocketbook documentation.



## Options

19. There are a number of options that Members may wish to explore with a view to making improvements to the Pocketbook, as well as realising possible cost savings and these are listed below: -
- an examination of potential benefits of automation via Modern.gov
  - the production of a slimmed down Pocketbook;
  - a reduction in Pocketbook distribution;
  - card bound Pocketbook produced only;
  - an examination of alternative formats;
  - a comparison with other authorities;
  - an examination into the creation of an electronic version of the Pocketbook and how this could complement a hard copy; and
  - an examination of further member development activities that could be provided to assist Members with electronic access to the information within the Pocketbook that regularly changes.
6. If Members agree that some or all of these avenues might be worth considering then a Working Party of six Members could be established. The below composition is proposed, although as an alternative, the Working Party could be drawn solely from this Committee. The Working Party would examine potential improvements and possible cost savings and would report back to this Committee with its recommendations in May 2014.

### **Composition of the Working Party**

Chairman of the Culture, Heritage and Libraries Committee  
Chairman of the Policy and Resources Committee (or his representative)  
The Chief Commoner  
A Member of the Policy and Resources Committee  
A Member of the Finance Committee  
A Member of the Culture, Heritage and Libraries Committee

## Conclusion

7. Whilst the survey demonstrated a strong Member sentiment towards retaining a Pocketbook, there was also an indication within it that the ways Members are accessing data is changing. Given the cost implications of producing the Pocketbook in its current format, its demand on staff time and that there is now an automated process to aid the production of the Pocketbook through Modern.gov, it is recommended that Members consider the formation of a Working Party to examine the various potential enhancements and cost savings that could be made in the future.

## Recommendation

8. It is recommended that Members note the contents of this report and consider the formation of a Working Party to examine options regarding future production of the City of London Corporation's Pocketbook.

**Matthew Pitt**

Committee and Member Services Officer

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**Appendices**

**Appendix 1 – 2013 Pocketbook Distribution**

**POCKET BOOK DISTRIBUTION 2013**

Leather bound Pocketbooks	Card bound Pocketbooks
<b>TOTAL - 180</b>	<b>TOTAL - 500</b>
<b>All Members of the Court of Common Council (125)</b>	<b>Former Members (22)</b>
<b>Chief Officers and internal circulation (27)</b>	<b>Former Town Clerks (3)</b>
	<b>Officers - internal circulation (146)</b>
	<b>External representatives (71)</b> CLS Board (co-opted) (5) CLSG Board (co-opted) (5) CLFS Board (co-opted) (6) GSMD Board (co-opted) (9) Community Services (parent governors) (1) Gresham Committee – Mercers' Side (8) Sir John Cass Foundation (1) EF&C Committee – Verderers (4) West Ham Park Committee (7) Barbican Centre (6) Hampstead Heath Committee (6) Police External Members (2) Standards Committee (7) Museum of London (4) Chairman, MoL (if not CoCo Member) (1) Chairman, Livery Committee (if not CoCo Member) (1)
	Livery Committee Outside Members (12)
	Reserve Forces & Cadets Association (1)
	<b><u>Livery Companies</u></b> Masters/Clerks (including 11 that require 2 copies) (118) The Honorary Secretary The City Livery Club (1)

	<p>The Secretary, United Wards Club (1)</p> <p>The Secretary, Aldersgate Ward Club (1)</p> <p>Honorary Ward Clerks (25)</p> <p>Secretary to COL Pensioners' Association (1)</p>
	<p>Member of Parliament for City of London (1)</p>
	<p>Resident Judges at the Old Bailey, the Recorder and the Common Serjeant (12)</p>
	<p>Dean of St Paul's (1)</p> <p>The Reverend, St Lawrence Jewry (1)</p> <p>The Clerk, Bridewell Royal Hospital (1)</p> <p>The Clerk, Christ's Hospital (1)</p> <p>The Academic Registrar, Gresham College (1)</p> <p>The Headmaster, King Edwards School, Witley (1)</p> <p>The Clerk to the Trustees, Morden College (1)</p> <p>The Chancellor &amp; Ceremonial Officer, City University (1)</p> <p>The Librarian, City University (1)</p> <p>The British Red Cross (1)</p> <p>The Honorary Secretary, City Arts Trust Ltd (1)</p> <p>The Secretary, The Lord Mayor's 800th Anniversary Trust (1)</p> <p>City of London Magistrates Court (1)</p> <p>Senior Alderman's PA (1)</p> <p>Others named (2)</p> <p>City Gardens Office (1)</p>

	Secretary of the Livery Companies Past Masters Association (1)
	The Bridgemasters (2)
<b>Spares (28)</b>	<b>Spares (63)</b>
<b>TOTAL (180)</b>	<b>TOTAL (500)</b>

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<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries Committee	04 December 2013
<b>Subject:</b> Culture Heritage & Libraries Business Plan 2013-2015 – Q2 Monitoring Review	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>

### Summary

This report provides the Business Plan progress which has been made in Quarter 2 against the objectives and key performance indicators (KPIs) set out in the Culture Heritage & Libraries Department's Business Plan 2013-2015.

Good progress has been made against the Department's 10 Key Objectives - with Quarter 2 targets being achieved or exceeded. These have been summarised in Appendix A.

Appendix A also sets out performance in Quarter 2 against our key performance indicators and the relevant corporate Service Response Standards. We have met or exceeded 9 out of the 10 reported KPIs; the underachievement on KPI CHL2 is explained in more detail on the appendix but is expected to be achieved this year. We have also met or exceeded 3 of the 4 reported corporate Service Response Standards.

The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the 3 months from July – September for the Department of £272K (11.7%) against the overall local risk budget from July – September of £2,316K for 2013/14. The reason for the large underspend is largely due to a significant increase in visitor numbers at Tower Bridge.

Overall the Director of Culture Heritage & Libraries is currently forecasting a net underspend of £350K, which is due to significantly higher than anticipated visitor numbers to Tower Bridge, for his budgets for the City Fund, City's Cash and Bridge House Estate services under his control.

### **Recommendations**

I recommend that your Committee notes:-

- The Quarter 2 progress shown against our Key Objectives, Key Performance Indicators and Service Response Standards as set out in Appendix A;
- The financial information contained in Appendix B.

## Main Report

### **Background**

2. At your meeting of 29 April 2013, Members approved the Culture Heritage & Libraries Department's Business Plan for the period 2013–2015.
3. Ten business plan objectives were agreed by Committee which are linked to our three overarching departmental Strategic Aims:
  - 1) To refocus our services with more community engagement and partnerships with others;
  - 2) To transform the sense of the City as a destination; and
  - 3) To continue to use technology to improve customer service and increase efficiency.
4. Good progress has been made against the Department's 10 Key Objectives - with all 10 objectives on target or achieved. These results have been summarised in Appendix A.
5. Performance against a range of 10 Key Performance Indicators was also agreed and progress is shown at Appendix A. We have met or exceeded 9 out of the 10 KPIs; the final KPI (CHL2) has been partially met and it is anticipated that we will meet the annual target at year end.
6. Performance against 3 of the 4 reported corporate Service Response Standards has been high with 66% of emails to (two out of three sampled) published email addresses being responded to within 1 day (SRS C); results of 100% for responding to specific requests for information is a 20% improvement on the last quarter (SRS D); 92.8% of all telephone calls answered within the standard (SRS E); and only 5% of calls going to voicemail (SRS F).

### **Financial and Risk Implications**

7. The second quarter monitoring position for Culture, Heritage & Libraries services covered by the Culture, Heritage & Libraries Committee is provided in Appendix B. This reveals a net underspend for the 3 months from July – September for the Department of £272K (11.7%) against the overall local risk budget from July – September of £2,316K for 2013/14. The reason for the large underspend is largely due to a significant increase in visitor numbers at Tower Bridge.

Overall the Director of Culture Heritage & Libraries is currently forecasting a net underspend of £350K, which is due to significantly higher than anticipated visitor numbers to Tower Bridge, for his budgets for the City Fund, City's Cash and Bridge House Estate services under his control.



Detailed table at  
Appendix B

<b>3 months to 30 September 2013</b>	<b>Forecast for the Year 2013/14</b>
--------------------------------------	--------------------------------------

	<b>Approved Budget 2013/14</b>	Budget Quarter 2	Actuals Quarter 2	Variance Quarter 2	LAB	Forecast Outturn	Over/ (Under)
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
CHL City Fund *	8,502	2,177	2,240	63	8,502	8,502	0
CHL City's Cash	(125)	(39)	(40)	(1)	(125)	(125)	0
CHL Bridge House Estates **	(138)	(192)	(539)	(347)	(138)	(488)	(350)
<b>Total Culture, Heritage and Libraries Committee</b>	<b>8,239</b>	<b>1,946</b>	<b>1,661</b>	<b>(285)</b>	<b>8,239</b>	<b>7,889</b>	<b>(350)</b>
<b>Total Planning and Transportation Committee</b>	<b>1,497</b>	<b>370</b>	<b>383</b>	<b>13</b>	<b>1,497</b>	<b>1,497</b>	<b>0</b>
<b>Total Culture, Heritage &amp; Libraries Committee - City Surveyors</b>	<b>97</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>97</b>	<b>97</b>	<b>0</b>
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE &amp; LIBRARIES LOCAL RISK</b>	<b>9,833</b>	<b>2,316</b>	<b>2,044</b>	<b>(272)</b>	<b>9,833</b>	<b>9,483</b>	<b>(350)</b>

\* The main reason for the overspend is due to the Quarter 2 income targets not being met.

\*\* The main reason for the surplus of income is due to the Quarter 2 income targets being significantly higher than expected. This has led to a projected surplus at year-end of £350K.

### Business Continuity/Emergency Planning

8. In July, we worked with Town Clerk's Security & Contingency Planning section to facilitate a test of the new corporate Disaster Recovery Centre at our London Metropolitan Archives premises. The test of the emergency arrangements demonstrated the facilities would be able to meet our corporate requirements. We continue to work closely with Town Clerk's on emergency planning arrangements.

## **Property Considerations**

9. There are a number of major projects planned across the Culture, Heritage and Libraries portfolio budget totalling £4.075m, which in conjunction with The City Surveyors Department, The City of London is investing in the future of their unique collection of historically important buildings, sites and artefacts. This expenditure aims to transform the sense of the City as a destination and enhance the visitor experience to numerous places of historic interest.

### The Lord Mayor's State Coach

10. The project subcommittee rejected the Gateway 4 report for the £680,000 refurbishment project; a resubmission with reduced costs estimates to seek approval will be submitted by January.

### Billingsgate Roman Bath

11. The project is to provide an access walkway above and across the Roman archaeology to enable conservators access and remove the fear of damaging the historically sensitive site. The more extensive project to include a DDA lift and longer walkway is currently on hold due to financial constraints, however a shorter walkway budgeted at £40,000 is on schedule to be started by March 2014.

### Guildhall Art Gallery

12. There are two substantial projects underway with a combined budget of £1.2million; the tender documents for the Heritage Gallery project are completed and currently out to tender, due back start of November. The Gateway 4C – detailed design report was approved at project sub-committee on 26 September 2013 and CH&L on 25 October 2013.
13. The Lighting Control Project is currently drafting the Gateway 3/4 Report, whilst funding implications are being assessed by the Chamberlain's and the CH&L departments.

### London Metropolitan Archives Roof Project

14. A Gateway 3 report is being drafted exploring the options, with the intention to go to committee in December 2013 pending pre-tender cost estimates received and time table being approved. Work on site is scheduled to start spring/summer 2015.

### Tower Bridge Glass Walkway

15. A £990,000 project to provide a glass floor to the elevated walkway level to enhance visitor experience and transform the sense of the City as a destination. A budget of £153,000 has been agreed for the design team and the Gateway 4 report has been approved by Committee (CH&L, P&T and Project Sub). The report included additional funds obtained for an external Project Manager. Obtaining the requisite Listed Building consents could be problematic as previous indications have required a Conservation Management Plan to be agreed with English Heritage before this can be considered. There was a delay with the appointment of the design team due to a system error. However, the design team have now been appointed. Planning Submission is set for mid-November 2013; Contractor Tender - October-December 2013; Appoint January 2014 (Authority to start work agreed).

## The Monument

16. The external screen and gallery lighting project of circa £105,000 is in the early stages. The brief requires considerable input from the City Planning Officer to resolve planning issues. There are also on-going discussions in progress with the adjoining site owner and we are waiting their revised proposals for the Monument Yard following the meeting in August, these are imminent, but the current estimated project completion date is likely to be delayed.

## **Strategic Implications**

17. The work of the Department links clearly to the Corporate Plan and the City Together Strategy aims and objectives through its business plans. The business plans are part of a clearly defined annual planning cycle devised to improve the links between service and financial planning and drive service improvement.

## **Consultees**

18. The Town Clerk, the Chamberlain and City Surveyor's Department have been consulted in the preparation of this report.

## **Appendices**

Appendix A – Progress against Key Objectives/Key Performance Indicators

Appendix B – Financial Statement

## **Background Papers:**

Culture Heritage & Libraries Department's Business Plan, 2013–2015.

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Progress against Key Objectives and Key Performance Indicators 2013-2014 – Quarter 2 (1/7/13 – 30/9/13)

Ref:	Description	Annual Target	Q1 Progress	Q2 Progress	Status
	<p><b>Objective CHL1:</b> To transform access to our collections by making catalogues and digitised archive content available for use online around the world, and broadening and deepening access in all its forms.</p> <p><b>Q1</b> - Overall usage is on target.</p> <p><b>Q2</b> – Overall usage is on target. Both the number of physical visitors and productions of original documents are up again on the same period last year, by 21.5% and 5% respectively, although the Olympics during the Summer last year did impact on visitor numbers in 2012 quite significantly. The number of remote enquiries is down by 2%; however, we have found that enquiries are getting more complex as users do more research online before coming to LMA for further advice. Views during Ancestry Q2 are slightly lower than 2012, although this is explained by launches of new material last year. There were small increases in usage for both the LMA online catalogue and Collage. Talks with Ancestry.co.uk regarding the digitisation of a further set of content continued.</p>				R/A/G
KPI CHL1	Making collections available to the public [London Metropolitan Archives]	25 Million usages a) physical visitors  b) other usages	6,795,636 usages a) 7,108 physical visitors (18,718 productions of original documents) b) 6,788,528 other usages, mostly online, but including 5,429 remote enquiries	<b>Q2</b> 7,187,109 usages [RUNNING TOTAL 13,982,745] a) 6,899 physical visitors (18,314 productions of original documents during this period)	G

				b) 7,180,210 other usages, mostly online, but including 5,600 remote enquiries during this period	
<p><b>Objective CHL2:</b> To refine our collections and assist business change by disposing of redundant items/collections and improving access to the remainder.</p> <p><b>Q1</b> – Steady progress continues to be made on the appraisal of Greater London Coroners' case files 1965-95 with around 12.5m of space made (<b>amended</b>); retained files (around 18.5% of the total number) are being catalogued as an integral part of the process. With London County Council/Greater London Council Property Services case files, progress is similar to the last quarter with 4,379 files appraised and 896 kept; around a 20% retention rate. This is slightly higher than the last quarter (18%) but the amount weeded in terms of linear metres of shelving is higher (144m as opposed to 88m), which shows that the files appraised in the last months have been significantly bulkier.</p> <p><b>Q2</b> – The Coroners' case files project continues at a steady pace with another 7.55 linear metres of space made. With the Property Services files, we have destroyed a further 101 linear metres of material and appraised 4,008 files.</p>					<b>G</b>
<b>KPI CHL2</b>	Appraise and deaccession redundant items [London Metropolitan Archives]	1000m of shelves cleared	156.5m <b>Amended</b>	<b>Q2</b> 120.15m <b>RUNNING</b> <b>TOTAL 276.65m</b>	<b>A</b>
<p><b>Objective CHL3:</b> To transform usage of the Art Gallery by delivering the exhibition, events and education programmes in partnership with others.</p> <p><b>Q1</b> - On target, 26 April saw the launch of the Painted Faces exhibition - showcasing works from the permanent collection. This exhibition has been delivered in partnership with British Land who has contributed a changing display of works from their collection. Recently the exhibition programme has successfully focused on the Amphitheatre - with a good response to the handling sessions.</p> <p><b>Q2</b> – 7 September saw the opening of the exhibition: <i>Victoriana: The Art of Revival</i>, witnessing a significant rise in visitors, including online usages via the web-site, Facebook and Twitter - towards the end of this quarter.</p>					<b>G</b>

<b>KPI CHL3</b>	350,000 public usages. [Guildhall Art Gallery]	350,000 public usages a) physical visitors b) other usages	Total usages: 89,571 a)15,986 b) 73,585	<b>Q2</b> a) 24,593 b) 64,710	<b>G</b>
<p><b>Objective CHL4:</b> To transform usage of Keats House by delivering the events, education and community programmes in partnership with others.</p> <p><b>Q1</b> – On target. Keats House has seen an increase in visitor figures in April, May and June compared with the previous year. The Keats Festival in May/June was a particular highlight, with 40 events featuring a diverse and international range of performers.</p> <p><b>Q2</b> – The Keats House Poet in Residence programme is proving a success, with Jo Shapcott offering popular writing workshops over the summer. A creative writing summer school for sixth form students was attended by over 20 students. In September Keats House launched an ambitious and diverse activities and events programme, which has so far included new monthly family days; monthly readings by the Keats House Poetry Ambassadors; and a new partnership with medicine Unboxed. Exciting programmes for Quarters 3 and 4 are in place, including partnerships with YouYou Mentoring, 'Poetry and Biomedical Science' and the Poetry Society.</p>					<b>G</b>
<b>KPI CHL4</b>	320,000 public usages. [Keats House]	320,000 public usages a) physical visitors b) other usages	86,597 total usages; a) 7,457 b) 79,140	<b>Q2</b> 79,192 total usages; a) 7,972 b) 71,220	<b>G</b>
<p><b>Objective CHL5:</b> To explore opportunities to support and promote London's communities, collections and heritage.</p> <p><b>Q1</b> - This was a very exceptional quarter for us (April-June 2013) because of the London play and the Huguenot Festival and resulted in circa 1,500 attendance against a base average figure of 500.</p>					<b>G</b>

Huguenot festival talks in GHL in April: 575; Launch of Gardeners' exhibition in May: 146; Evening events: 244; GHL hosted play on Complete History of London: 535.					
<p><b>Q2</b> – July – September 2013. We have exceeded the base figure and the target percentage increase. This is due in part to the successful Open Day we held in July which saw an additional 473 attendees to Guildhall Library. Figures for each event in this quarter are detailed below.</p>					
		Illustrated Walk around Hampstead with Stuart Harvey	Afternoon	34	
3rd July		Drew Gray, London Justice	Evening	35	
4th July		Gardening in the Square Mile	Afternoon	34	
9th July		Judith Flanders on the Victorian City	Evening	53	
16th July		History and Treasures	Afternoon	7	
20th July		Open Day	Daytime	473	
23rd July		Pete Smith - War of the Words	Afternoon	18	
7th August		History and Treasures	Afternoon	7	
13th August		Electronic Resources	Afternoon	3	
20th August		Complaints, Congestion and Costing	Afternoon	75	
21st August		Every Picture Tells a Story	Afternoon	73	
4th September		Remembering Revuedeville	Evening	42	
10th September		The Story of the Suburbs	Evening	27	
11th September		Basketmakers Launch	Evening	70	
18th September		History and Treasures	Afternoon	5	
21st September		Basketry Workshop	Daytime	6	
24th September		London Villages	Afternoon	64	
24th September		Government of London	Evening	64	
26th September		Walk the Lines	Afternoon	62	
		<b>TOTAL</b>		<b>1152</b>	
<b>KPI CHL5</b>	To achieve an increase of 20% in audiences to events, exhibitions and talks. (Base average figure c.500) [Guildhall Library & Bibliographic Services]	20%	200%	<b>Q2</b> <b>130%</b>	<b>G</b>
<b>Objective CHL6:</b> To support local SMEs by organising a programme of themed day events.					<b>G</b>



<p><b>Q1</b> - On-going and on-track to deliver three themed events.</p> <p><b>Q2</b> – Fashion event planned for 3<sup>rd</sup> October and dates noted for two more events.</p>					
<b>KPI CHL6</b>	To deliver a minimum of three themed days. [City Business Library]	3	Planned Fashion event for 3 Oct.	Dates noted for 2 more events.	<b>G</b>
<p><b>Objective CHL7:</b> Consolidate and extend partnership working to improve the range and quality of services offered by Barbican &amp; Community Libraries.</p> <p><b>Q1</b> – The target of 10 partnerships has been exceeded in the first quarter and will therefore be amended to 20 from Quarter 2.</p> <p><b>Q2</b> – partnerships are:</p> <ol style="list-style-type: none"> <li>1. Summer Reading Challenge in partnership with The Reading Agency</li> <li>2. 9 Pop-up libraries on the Waterside Terrace in partnership with the Barbican Centre</li> <li>3. Library outreach at Integreon</li> <li>4. Frightful Fun in the Awful Upstairs in partnership with The Barbican Centre's Creative Learning Team</li> <li>5. Rock Family Trees Part 1 exhibition in partnership with Family of Rock</li> <li>5. Drugs awareness for parents event in partnership with CoL Police</li> <li>6. Two freshers fairs in partnership with Westminster Libraries</li> <li>7. Inaugural meeting of the Family Network Group to raise awareness of and coordinate the City's offer to families - with The Barbican Centre, Prior Weston School, Museum of London, BBC, LSO.</li> </ol>					<b>G</b>
<b>KPI CHL7</b>	Minimum of 10 partnership projects/services delivered. [Barbican & Community Libraries]	10 Increased in Q2 to 20	11	<b>Q2</b> 7 projects listed above	<b>G</b>
<p><b>Objective CHL8:</b> To build on our e-strategy for books and e-commerce.</p> <p><b>Q1</b> – The Collection increased by 9% this quarter (2,454 to 2,680).</p>					<b>G</b>

<b>Q2</b> - The Collection increased by 11% this quarter (2,680 to 2,983).					
<b>KPI CHL8</b>	5000 e-loans/downloads. [Barbican & Community Libraries]	5,000	1375 downloads	<b>Q2</b>	<b>G</b>
<b>Objective CHL9:</b> Progressively launch Tower Bridge quality branded merchandise range for retail and online sales to develop retail income by March 2014.					
<b>Q1</b> – On target. Progress to date on this objective includes selection of the design company, product lines and individual items. The main stock order has now been placed with prototypes due to arrive in the coming weeks.					<b>G</b>
<b>Q2</b> – On target. Prototypes for the full range have been received, inspected and signed-off. The stock is due onsite by the end of November and will be on sale in the Tower Bridge gift shop in time for the busy Christmas period.					
<b>KPI CHL9</b>	To achieve the income target for retail (£534,000). [Tower Bridge]	£534,000	£207,960 (134%)	<b>Q2</b> £465,302 (139%) (cumulative)	<b>G</b>
<b>Objective CHL10:</b> To implement all elements of the Phase 2 plan for the City Visitor Trail by 31 March 2014.					
<b>Q1</b> – On track; CVT has been launched and is bedding down (105k leaflets distributed and 214 downloads of app). A late launch (30 April rather than 30 March) has meant that the trail is delayed in that it needs time to gain currency before stakeholders can be approached for sponsorship. This will mean that it is unlikely that the KPI target will be achieved within the timeframe, although £10k of the total was realised through the sponsorship of the Diocese of London for the phase 1 elements. Discussions on in-kind support are taking place with Open City and potential sponsorship is to be discussed with the Cheapside Initiative.					<b>G</b>
<b>Q2</b> – Target has been exceeded. Funds of £45k have been secured via TfL's LIP funding for the City (LIP = Local Implementation Plan) and a further £10k has been secured over two years from the Diocese of London. A bid to cover the hard launch reception is sitting with the Hospitality Working Group (internal funding) and an agreement for in-kind and contra support has been secured with LB Tower Hamlets (the Trail will promote their Market Mile and our Petticoat Lane Market; in exchange LB Tower Hamlets will promote the Trail at their weekend markets driving City footfall at weekends - a					

time of high capacity). All elements of the hard launch are on track with work having started on the Children's Map (Guy Fox) and the new app having been briefed in and out for tender.					
<b>KPI CHL10</b>	To secure external funding of £20k by August 2013. [Visitor Development]	£20,000	£10k Income schemes are being considered and potential sponsors identified.	<b>Q2</b> £65k (Diocese of London and TfL sponsorship / funding) + in-kind and contra support from LB Tower Hamlets	<b>G</b>
<b>NOTES</b>	<p><b>Objective CHL7</b> - The target of 10 partnerships has been amended upwards to 20. As these partnerships tend to develop over the year from Q1, this is probably a more realistic annual target.</p> <p><b>Objective CHL10</b> - The forecast at Q1 was turned round significantly as sponsors/partners were brought on board.</p>				

### Corporate Service Response Standards

	Description	Target	Q1 result	Q2 result	Rating
SRS C	Emails to all published (external facing) email addresses to be responded to within 1 day	100%	100%	66%	Green
SRS D	Full response to requests for specific information or services requested via email within 10 days	100%	80%	100%	Green
SRS E	Telephone calls picked up within 5 rings/20 seconds	90%	92.9%	92.8%	Green
SRS F	% of calls answered by voicemail	<10%	5.5%	5%	Green
<b>NOTES</b>	<ul style="list-style-type: none"> <li>SRS A and SRS B are not applicable for Culture Heritage &amp; Libraries Department.</li> <li>SRS C – Small sample (3) taken with Keats House experiencing major IT connection problems.</li> </ul>				

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**Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2013**  
(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2013/14 £'000	3 months to 30th September 2013			Forecast for the Year 2013/14			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Culture, Heritage and Libraries (City Fund)</b>								
Guildhall Library and Bibliographical Services	877	219	201	(18)	877	877	0	1
City Business Library	615	126	164	38	615	615	0	
Barbican and Community Libraries	1,631	444	419	(25)	1,631	1,631	0	2
Artizan Street Community Centre and Library	221	87	134	47	221	221	0	
Central Management of Culture Heritage and Libraries	813	199	167	(32)	813	813	0	3
Guildhall Art Gallery	368	113	205	92	368	368	0	
London Metropolitan Archives	2,060	537	286	(251)	2,060	2,060	0	4
City Records Services	1,021	229	394	165	1,021	1,021	0	5
Keats House	183	53	103	50	183	183	0	6
Visitor Services and City Information Centre	713	174	167	(7)	713	713	0	
	<b>8,502</b>	<b>2,181</b>	<b>2,240</b>	<b>59</b>	<b>8,502</b>	<b>8,502</b>	<b>0</b>	
<b>Culture, Heritage and Libraries (City's Cash)</b>								
Monument (City Cash)	(125)	(39)	(40)	(1)	(125)	(125)	0	7
	<b>(125)</b>	<b>(39)</b>	<b>(40)</b>	<b>(1)</b>	<b>(125)</b>	<b>(125)</b>	<b>0</b>	
<b>Culture, Heritage and Libraries (Bridge House Estates)</b>								
Tower Bridge Tourism	(138)	(192)	(539)	(347)	(138)	(488)	(350)	7
	<b>(138)</b>	<b>(192)</b>	<b>(539)</b>	<b>(347)</b>	<b>(138)</b>	<b>(488)</b>	<b>(350)</b>	
<b>Total Culture, Heritage and Libraries Committee</b>	<b>8,239</b>	<b>1,950</b>	<b>1,661</b>	<b>(289)</b>	<b>8,239</b>	<b>7,889</b>	<b>(350)</b>	
<b>Total Planning and Transportation Committee</b>	<b>1,497</b>	<b>370</b>	<b>383</b>	<b>13</b>	<b>1,497</b>	<b>1,497</b>	<b>0</b>	
<b>Total Culture, Heritage and Libraries Committee - City Surveyors</b>	<b>97</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>97</b>	<b>97</b>	<b>0</b>	
<b>TOTAL DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES LOCAL RISK</b>	<b>9,833</b>	<b>2,321</b>	<b>2,044</b>	<b>(277)</b>	<b>9,833</b>	<b>9,483</b>	<b>(350)</b>	

**Notes:**

- The main reason for the overspend is due to the income targets not being reached during the second quarter.  
City Business Library have indicated that they expect to be within budget by the year end.
- The main reason for the overspend is due to a rates bill for the previous year which has had to be charged to the current year.  
Artizan Street have indicated that they expect to be within budget by the year end.
- The main reason for the overspend is due to the restructure of Heritage Services. In addition, costs for the Victoriana exhibition figures are lower due to the Gallery not charging admission fees until the exhibition begins.  
The current overspend is expected to be met by a combination of the restructure transfers and future income generation, which will leave the division of service within budget at year end.
- The main reason for the underspend is due to various annual storage charges having been received in full and the restructure of Heritage Services has meant lower salary costs have been incurred.  
London Metropolitan Archives have indicated that they expect to be within budget by the year end.
- The main reason for the overspend is due to the restructure of Heritage Services. In addition, income is lower due to transfers that will not take place until year end.  
City Records Service have indicated that they expect to be within budget by the year end.
- The overspend is mainly due to the restructure of Heritage Services and professional fees committed for future events that are being held at Keats House this year. There is also a time delay over the income collected reaching the accounts.  
The current overspend is expected to be met by a combination of the restructure transfers and future income generation, which is expected to leave the division of service within budget by the year end.
- The main reasons for the surplus are due to income targets being exceeded at Tower Bridge for the first 6 months of the year, higher than anticipated contributions, works projects being funded out of the carry forwards yet to commence and minor works projects which have yet to begin.  
It is expected that this division of service will be underspent by £350K at year end due to the higher than anticipated visitor numbers.

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2013/14 £'000	3 months to 30th September 2013			Forecast for the Year 2013/14			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Planning and Transportation (Bridge House Estates)</b>								
Tower Bridge Operational	1,497	370	383	13	1,497	1,497	0	
<b>Total Planning and Transportaion Committee</b>	<b>1,497</b>	<b>370</b>	<b>383</b>	<b>13</b>	<b>1,497</b>	<b>1,497</b>	<b>0</b>	
<b>TOTAL PLANNING AND TRANSPORTATION COMMITTEE LOCAL RISK</b>	<b>1,497</b>	<b>370</b>	<b>383</b>	<b>13</b>	<b>1,497</b>	<b>1,497</b>	<b>0</b>	

Notes:

**Department of Culture Heritage and Libraries Local Risk Revenue Budget - 1st July - 30th September 2013**

Appendix B (iii)

(Income and favourable variances are shown in brackets)

	Latest Approved Budget 2013/14 £'000	3 months to 30th September 2013			Forecast for the Year 2013/14			Note
		Budget Quarter 2 £'000	Actuals Quarter 2 £'000	Variance Quarter 2 £'000	LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>City Surveyor (City Fund)</b>								
Lower Thames Street - Roman Bath	9	1	1	0	9	9	0	
	9	1	1	0	9	9	0	
<b>City Surveyor (City's Cash)</b>								
Mayoralty and Shrievalty	88	0	(1)	(1)	88	88	0	
	88	0	(1)	(1)	88	88	0	
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES COMMITTEE LOCAL RISK</b>	<b>97</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>97</b>	<b>97</b>	<b>0</b>	

Notes:

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# Agenda Item 9

<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries	04 December 2013
<b>Subject:</b>	<b>Public</b>
REVENUE AND CAPITAL BUDGETS - 2014/15	
<b>Report of:</b>	<b>For Decision</b>
Joint Report of the Chamberlain & the Director of Culture, Heritage and Libraries	

## Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budget for 2014/15, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The budgets have been prepared within the resources allocated to the Director.

<b>Summary Of Table 1</b>	<b>Latest Approved Budget 2013/14 £'000</b>	<b>Original Budget 2014/15 £'000</b>	<b>Movement £'000</b>
Expenditure	20,886	20,491	(395)
Income	(5,613)	(5,043)	570
Support Services and Capital Charges	4,909	4,758	(151)
<b>Total Net Expenditure</b>	<b>20,182</b>	<b>20,206</b>	<b>24</b>

Overall, the 2014/15 provisional revenue budget totals £20.206m, an increase of £24,000 compared with the latest approved budget for 2013/14. Main reasons for this increase are :-

- Latest Approved budget for 2013/14 included expenditure of £500,000 funded from the previous year's underspend.
- Increase to the local risk budgets following the net 1% allowance given towards any potential pay and price increases including a £328,000 increase in staffing costs.

- Increase in the City Surveyor's repairs and maintenance programme of £464,000.
- Increase in both client receipts and supplier and services costs of £551,000 relating to the accounting treatment of the sale of tickets at the City Information Centre.
- Decrease in support services and capital charges of £151,000.

### **Recommendations**

The Committee is requested to:

- review the provisional 2014/15 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- review and approve the draft capital budget;
- authorise the Chamberlain, in consultation with the Director of Culture, Heritage and Libraries, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews and changes to the Additional Works Programme.

## **Main Report**

### **Introduction**

1. The department comprises three lending libraries (Barbican, Artizan Street and Shoe Lane), two reference libraries (City Business Library and Guildhall Library), Guildhall Art Gallery, Keats House, London Metropolitan Archives (LMA), City Records Services, City of London Information Centre, Tower Bridge and The Monument. This front line activity is assisted by a number of non-public services including Bibliographical Services, the Visitor Development Team and Support Services.
2. This report sets out the proposed revenue budget and capital budgets for 2014/15. The revenue budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

### **Business Planning Priorities**

5. The department vision is to educate, entertain and inform, through discovery of our amazing range of resources.

The three Strategic Aims are:

- To refocus our services with more community engagement and partnerships with others.
- To transform the sense of the City as a destination.
- To continue to use technology to improve customer service and increase efficiency.

### **Proposed Revenue Budget for 2014/15**

6. The proposed Revenue Budget for 2014/15 is shown in Table 1 below analysed between:
  - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
  - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
7. The provisional 2014/15 budgets, under the control of the Director of Culture, Heritage and Libraries being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. The 2% efficiency savings to be achieved by 2014/15 comprise 1% saving in 2013/14 and a further 1% saving in 2014/15. An allowance was also given towards any potential pay and price increases of 1% for 2013/14 (already applied) and a further 2% in 2014/15. The budget has been prepared within the resources allocated to the Director.

**TABLE 1 CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY – ALL FUNDS**

Analysis of Service Expenditure	Local or Central Risk	Actual 2012-13 £'000	Latest Approved Budget 2013-14 £'000	Original Budget 2014-15 £'000	Movement 2013-14 to 2014-15 £'000	Paragraph Reference
<b>EXPENDITURE</b>						
Employees	L	9,089	8,843	9,171	328	14
Employees (redundancy costs)	C	65	-	-	-	
Premises Related Expenses	L	1,163	1,639	1,178	(442)	11
Premises Related Expenses *	C	972	907	982	75	12
City Surveyor – Repairs & Maintenance	L	173	569	1,052	464	10
Transport Related Expenses	L	132	70	68	(2)	
Supplies & Services	L	2,753	3,134	2,349	(785)	13
Supplies & Services (Grants to outside bodies)	C	5685	5,691	5,691	-	
Transfer to Reserves – Heritage projects	L	-	33	-	(33)	
<b>Total Expenditure</b>		<b>20,032</b>	<b>20,886</b>	<b>20,491</b>	<b>(395)</b>	
<b>INCOME</b>						
Other Grants, Reimbursements and Contribution	L	(55)	(22)	(3)	19	
Other Grants, Reimbursements and Contribution	C	(17)	-	-	-	
Customer, Client Receipts	L	(5,230)	(5,519)	(4,968)	551	13
Customer, Client Receipts **	C	(72)	(72)	(72)	-	
Transfer from Reserves – Heritage projects / Local Area Agreement	L	(66)	-	-	-	
<b>Total Income</b>		<b>(5,440)</b>	<b>(5,613)</b>	<b>(5,043)</b>	<b>570</b>	
<b>TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>		<b>14,592</b>	<b>15,273</b>	<b>15,448</b>	<b>175</b>	
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>						
Central Support Services and Capital Charges		4,281	5,760	5,609	(151)	
Recharges within Fund		56	62	62	-	
Recharges Across Funds		(1,226)	(913)	(913)	-	
<b>Total Support Services and Capital Charges</b>		<b>3,111</b>	<b>4,909</b>	<b>4,758</b>	<b>(151)</b>	15
<b>TOTAL NET EXPENDITURE/(INCOME)</b>		<b>17,703</b>	<b>20,182</b>	<b>20,206</b>	<b>24</b>	

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

**\*\*LMA Rent**

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is an increase of £24,000 in the overall budget between the 2013/14 latest approved budget and the 2014/15 original budget. This movement is explained by the variances explained in the following paragraphs.
10. The 2013/14 Latest Approved Budget reflects the re-allocation of the full 2013/14 Additional Works Programme to reflect the expenditure that is anticipated will be incurred in the year.

The budget movement of £464,000 for Repairs and Maintenance relates to the re-phasing and level of new bids within the Additional Works Programme. Furthermore, budgets have provisionally been included for the 2014/15 Additional Works Programme based on the bids considered by the Corporate Asset Sub Committee in July 2013. A decision on the funding of the programme will be made by the Resource Allocation Sub Committee. It may therefore be necessary to adjust the budgets to reflect the Resource Allocation Sub Committee's decision. Following the implementation of the MITIE contract in July 2012, budgets have been re-aligned to reflect the tendered cost of the new contracts. See Table 2 below.

<b>TABLE 2 - CITY SURVEYOR LOCAL RISK</b>	<b>Latest Approved Budget 2013/14 £'000</b>	<b>Original Budget 2014/15 £'000</b>
<b>Repairs &amp; Maintenance</b>		
<b>Additional Works Programme</b>		
Barbican and Community Libraries	138	243
London Metropolitan Archives	101	358
Keats House	13	86
Visitor Services & City Information Centre	-	12
Monument	-	63
Roman Bath House	71	24
Mayoralty and Shrievalty	5	6
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>		
Culture Heritage & Libraries Directorate	3	3
City Business Library	1	1
Barbican and Community Libraries	7	7
Guildhall Art Gallery	6	6
London Metropolitan Archives	73	73
Keats House	7	7
Visitor Services & City Information Centre	11	11
Monument	3	3
<b>Cleaning</b>	130	149
<b>Total City Surveyor</b>	<b>569</b>	<b>1,052</b>

11. The net decrease of £442,000 to the local risk budget for Premises Related Expenses is mainly due to the fallout of £412,000 of carry forward funding from 2012/13 underspend.
12. The increase of £75,000 to the central risk budgets for Premises Related Expenses is mainly due to a rent review at the London Metropolitan Archives resulting in an expected increase in rent of £55,000 and a 5% increase in rates.
13. The decrease in local risk on Supplies and Services Expenditure is largely offset by an increase to Customer, Client Receipts Income, which has arisen due to a change in how the accounting treatment of the sale of tickets at the City Information Centre will be reported from 2014/15. This change is on the advice of the VAT Accountant. Additional decreases to the Supplies and Services Expenditure budget is mainly from the fallout of £88,000 of carry forward funding from 2012/13 underspend.

14. The increase to the local risk Employees budget is due to the July 2013 1% pay award and anticipated incremental rises. The increase in Full-time equivalent staff arises from a restructure at Tower Bridge between Tourism and Operational. An analysis of the movement in manpower and related staff costs are shown in Table 3 below.

<b>Table 3 - Manpower statement</b>	<b>Latest Approved Budget 2013/14</b>		<b>Original Budget 2014/15</b>	
	<b>Manpower Full-time equivalent</b>	<b>Estimated cost £000</b>	<b>Manpower Full-time equivalent</b>	<b>Estimated cost £000</b>
Guildhall Library	18.50	758	19.00	792
City Business Library	9.50	403	9.50	414
Barbican and Community Libraries	41.50	1,412	40.36	1,437
Artizan Street Library	7.00	215	7.00	219
Culture Heritage & Libraries Directorate	14.71	634	14.71	641
Guildhall Art Gallery	7.47	302	7.47	306
London Metropolitan Archives	53.31	2,002	51.19	2,014
City Records Services	25.92	969	25.04	976
Keats House	4.37	183	3.88	189
Visitor Services & City Information Centre	12.26	507	12.71	538
Monument	6.50	231	6.50	241
Tower Bridge Tourism	25.20	1,227	30.90	1,404
<b>TOTAL CULTURE, HERITAGE AND LIBRARIES</b>	<b>226.24</b>	<b>8,843</b>	<b>228.26</b>	<b>9,171</b>

15. The decrease of £151,000 to Support Services and Capital Charges is mainly due to a reduction in Capital Costs of £108,000, largely due to a reduction in Equipment depreciation arising from assets at Barbican Library and LMA being fully depreciated. Appendix 2 provides an analysis of Support Services and Capital Costs.

### **Potential Further Budget Developments**

16. The provisional nature of the 2014/15 revenue budget recognises that further revisions may be required, including in relation to:

- budget reductions to capture savings arising from the on-going PP2P
- decisions on funding of the Additional Works Programme by the Resource Allocation Committee.

Any revisions will be agreed after consultation with the Director of Culture, Heritage and Libraries.

## **Revenue Budget 2013/14**

17. The forecast outturn for the current year is £19.902m compared to the latest approved budget of £20.182m showing a potential underspend of £280,000. This potential underspend relates to a significant increase in income for the first half of the year at Tower Bridge.

## **Draft Capital Budget**

18. No new bids were submitted recently by the Committee to the Policy and Resources Committee for resources to evaluate new capital or supplementary revenue projects.
19. The Committee's draft capital and supplementary revenue project budgets are summarised in the Tables below.

	Exp. Pre 01/04/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
Access to cultural collections (City Fund contribution)	103	26	21					150
Externally funded: - Camomile Street library replacement	277	31						308
<b>Total</b>	<b>380</b>	<b>57</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>458</b>

	Exp. Pre 01/04/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
Option appraisal costs	15	9	20					44
<b>Total</b>	<b>15</b>	<b>9</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44</b>

	Exp. Pre 01/04/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
Access to cultural collections (City's Cash contribution)	26	8						34
Guildhall Art Gallery heritage gallery, design costs	0	32	7					39
<b>Total</b>	<b>26</b>	<b>40</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73</b>



<b>Table 7 - City's Cash Draft Supplementary Revenue Budget</b>								
	Exp. Pre 01/04/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
The Monument, additional works	0	9	96					105
Historic carriages	134	5	20	40				199
<b>Total</b>	<b>134</b>	<b>14</b>	<b>116</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>304</b>

<b>Table 8 - Bridge House Estates Draft Capital Budget</b>								
	Exp. Pre 01/04/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
Tower Bridge glass viewing panels	0	60	65					125
<b>Total</b>	<b>0</b>	<b>60</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>

20. It should be noted that the above figures exclude the implementation costs of the Tower Bridge glass viewing panels and the Guildhall Art Gallery heritage gallery, which have not yet received authority to start work. Work to the roof at the London Metropolitan Archives is also planned for 2014/15.

21. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2014.

**Contact Officer(s):**

Mark Jarvis (x1221)  
Alison Elam (x1081)

**Appendices**

Appendix 1 - Revenue Expenditure by Service Managed

Appendix 2 - Support Services and Capital Costs

**APPENDIX 1**

Analysis by Service Managed	Actual 2012- 13 £'000	Latest Approve d Budget 2013-14 £'000	Original Budget 2014- 15 £'000	Movemen t 2013-14 to 2014-15 £'000	Paragrap h Referenc e
<b>CITY FUND</b>					
Guildhall Library	996	979	985	6	
City Business Library	1,118	780	779	(1)	
Barbican and Community Libraries	2,581	2,701	2,704	3	
Artizan Street Library	155	285	292	7	
Culture Heritage & Libraries Directorate^	8,448	8,514	8,505	(9)	
Guildhall Art Gallery	577	2,155	2,130	(25)	
London Metropolitan Archives	2,750	2,985	3,274	289	10
City Records Services	578	413	421	8	
Keats House	-	257	330	73	10
Visitor Services & City Information Centre	813	866	870	4	
Roman Bath House (City Surveyor)	25	94	47	(47)	
Roman Remains and Guildhall Complex Land (City Surveyor)	98	98	98	-	
<b>TOTAL CITY FUND</b>	<b>18,139</b>	<b>20,127</b>	<b>20,435</b>	<b>308</b>	
<b>CITY'S CASH</b>					
Monument	(97)	(100)	(41)	59	10
Mayoralty & Shrievalty (City Surveyor)	134	113	113	-	
<b>TOTAL CITY'S CASH</b>	<b>37</b>	<b>13</b>	<b>72</b>	<b>59</b>	
<b>BRIDGE HOUSE ESTATES</b>					
Tower Bridge Tourism	(473)	42	(301)	(343)	11
<b>TOTAL BRIDGE HOUSE ESTATES</b>	<b>(473)</b>	<b>42</b>	<b>(301)</b>	<b>(343)</b>	
<b>TOTAL</b>	<b>17,703</b>	<b>20,182</b>	<b>20,206</b>	<b>24</b>	

^ The Culture, Heritage and Libraries Directorate budget include the costs of the Guildhall Library building and therefore include £0.8m of Capital Recharges for 2013/14 and 2014/15, as well as a grant to the Museum of London for £5.3m for 2013/14 and 2014/15.

## APPENDIX 2

<b>Support Service and Capital Charges from/to Culture, Heritage and Libraries</b>	<b>Actual 2012/13 £000</b>	<b>Latest Approved Budget 2013/14 £000</b>	<b>Original Budget 2014/15 £000</b>
<b>Support Service and Capital Charges</b>			
Administrative Buildings	1,958	2,106	
City Surveyor's Employee Recharge	149	158	2,106
Insurance	222	252	152
IS Recharges - Chamberlain	738	771	239
Capital Charges	771	2,000	758
Support Services -			
Chamberlain and CLPS	141	163	1,892
Comptroller and City Solicitor	60	63	
Town Clerk	187	191	160
City Surveyor	31	31	60
Support services with Other services*	24	25	186
			31
			25
<b>Total Support Services and Capital Charges</b>	<b>4,281</b>	<b>5,760</b>	<b>5,609</b>
<b>Recharges Within Funds</b>			
Utilities recharge - Barbican Centre	225	231	231
Corporate and Democratic Core – Finance Committee	(169)	(169)	(169)
<b>Recharges Across Funds</b>			
Support Services – CHL Guildhall	(913)	(913)	(913)
Administration	(313)	-	-
Contribution from Finance Committee - City's Cash – Keats House			
<b>TOTAL SUPPORT SERVICE AND CAPITAL CHARGES</b>	<b>3,111</b>	<b>4,909</b>	<b>4,758</b>

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

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<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage and Libraries	04 December 2013
<b>Subject:</b> City Information Centre Annual Report and User Survey 2012/13	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Information</b>
<b>Summary</b>	
<p>Since opening in 2007, the City of London Information Centre (CIC) has compiled an annual report at the end of each financial year which specifically examines statistics relating to footfall and revenue, drawing comparisons year-on-year. In addition, it undertakes an annual User Survey in the summer months of each year. The survey is undertaken by an independent research body and examines qualitative data – such as level of service, customer demographics and reasons to visit.</p> <p>The report and survey are attached here for your information. In all key areas – footfall, sales, profits and customer satisfaction – 2012/13 has seen marked improvements. This is despite the displacement factor caused by the Games and the Jubilee (which had a negative impact on most tourism businesses in July and August) and record achievements recorded last year, which it was anticipated would not be bettered.</p>	
<b>Recommendation(s)</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• receive the report for information</li> </ul>	

## Main Report

### Background

1. The attached report and survey tell a good news story for the Centre with footfall up 1.8% year-on-year (399,899 visitors) despite the Olympic displacement factor and sales revenue the highest since opening in 2007 (sales and profits rising 26.3% and 16.8% year-on-year respectively).
2. While a number of external influences may help to account for these rises, such as our partnership with VisitEngland and a powerful Games-time legacy (both delivering more visitor traffic), other impacts counter the results – these include the bad weather, the displacement of visitors during the summer months because of the Jubilee and the Games (London being perceived as crowded and expensive) and the temporary provision of visitor information by other

bodies such as TfL and the GLA at sites across London (mitigating the need for visitors to come to the Centre).

3. A clear strategy to advertise and promote the Centre widely, including the partnerships with Visit England and the GLA cited above, has increased our national and London profile. This, along with an on-going proactive approach to social media, and the continual development of the Centre's range of goods and services, has also contributed to the increases reported.
4. So too, has the excellent service provided by Centre's staff which, since the annual report was written, has been retested (July 2013) to show 100% of users rate the team's service as good or excellent, of which 71% scored excellent (2012 = 100% and 66% respectively); while 100% of users rated the quality of information provided as good or excellent, of which 73% said excellent (2012 = 98% and 70% respectively).
5. The focus of the coming year for the CIC is one of harnessing the legacy of the Games, developing our relationships, networks and services to deliver continual improvements and to be responsive, flexible and accommodating to changing market conditions and customer needs (with especial focus on the BRIC markets). It is hoped that this will generate ever better results in the coming years and that next year's report to your Committee will evidence these improvements once again.

## **Appendices**

1. City Information Centre Annual Report 2012/13 (footfall and revenue)
2. City Information Centre User Survey (July 2013)

### **Inma Ferrer**

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## CITY INFORMATION CENTRE



Annual Report  
2012—2013

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# INTRODUCTION

The City of London Corporation has served London, the nation and its international visitor communities through its City Information Centre (CIC) at St Paul's for over 50 years.

Recently becoming the only official tourist information centre in central London, the Centre has welcomed over 2 million visitors through its doors since it reopened in new, purpose-built premises in November 2007.

Throughout its existence, it has delivered a superlative, multi-lingual, face-to-face service, providing advice and information to visitors, workers and residents, promoting the Square Mile and London more widely as a vibrant and dynamic destination and, since early 2012, driving footfall to places of interest across the country through by virtue of its partnership with VisitEngland.

# 1. Key achievements 2012/13

Two thousand and twelve was an extraordinary year for the whole country, not least for the City of London. With the Games on our doorstep and the Diamond Jubilee celebrations across London, the City Information Centre (CIC) rose to embrace this once-in-a-lifetime opportunity to showcase the City to the world and sell London across the globe. Some of our greatest achievements during this period included:

- a **formal partnership agreement with VisitEngland** that positioned the CIC as the agency's official Tourist Information Centre (TIC) in London over the Games
- the **extension of the above agreement for three years**, securing the benefits of mutual promotion until December 2016
- the introduction of **sales and promotions around national product** as a result of the above, adding significant value to our service for all our customers
- the **delivery of a training programme for the GLA's Ambassadors** focussing on London product knowledge in the summers of 2012 and 2013; the use of CIC to do this highlighting the good regard and expertise it has in the field
- our adoption of **the London wide TIC network** following the Games and our facilitation of regular meetings and information exchange between partners, further positioning us as London's leading TIC
- the **learning of Chinese and Portuguese** as part of a programme to ensure CIC staff are able to offer the fullest welcome to the ever-burgeoning visitor audiences arriving from the BRIC countries
- the acquisition of **a mobile van to promote the City and provide visitor information** at major City events (enabling us to engage with more customers in different parts of the Square Mile) and for deployment at events outside the City (eg on Hampstead Heath)
- the introduction of an **internship programme for a London tourism graduate** to spend 6 weeks at the CIC and with the Visitor Development Team at Guildhall (to be offered twice yearly)
- the **introduction of new product lines** including hotel bookings, the Touring National Pass and Hudson Explorer as well as tickets to major new attractions
- **recognition of the CIC team at the City of London's Learning & Development Awards** which acknowledged their efforts in acquiring new knowledge for the 2012 Games

- our score and placement in the 2012 **VisitEngland National Mystery Shopper Rankings** which saw the CIC scoring 93.7% (up by 16% on 2011 results) and being positioned first in London (moving from 4<sup>th</sup> place in 2011) and 45<sup>th</sup> nationally (moving from 206<sup>th</sup> place)
- a **record-breaking year**, with footfall up 1.8% year-on-year (399,899 visitors) despite the Olympic displacement factor and sales revenue the highest since opening in 2007 (£433,420 in revenues, generating £70,706 profit equates to growth of 26.3% and 16.8% year-on-year respectively)
- the serving of our **2 millionth customer** since opening in 2007
- 70% of CIC customers scoring the information they received as excellent (up 13% on the previous year) and 66% scoring the service offered by staff as excellent (up 3%) in **the CIC Annual User Survey**<sup>1</sup>; in addition, overall satisfaction went up from 93% to 95% and the role the CIC has played in enhancing a visit to London increased to 95% in 2012 compared to 73% over previous years

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<sup>1</sup> RJS Associates, summer 2012

## 2. Footfall

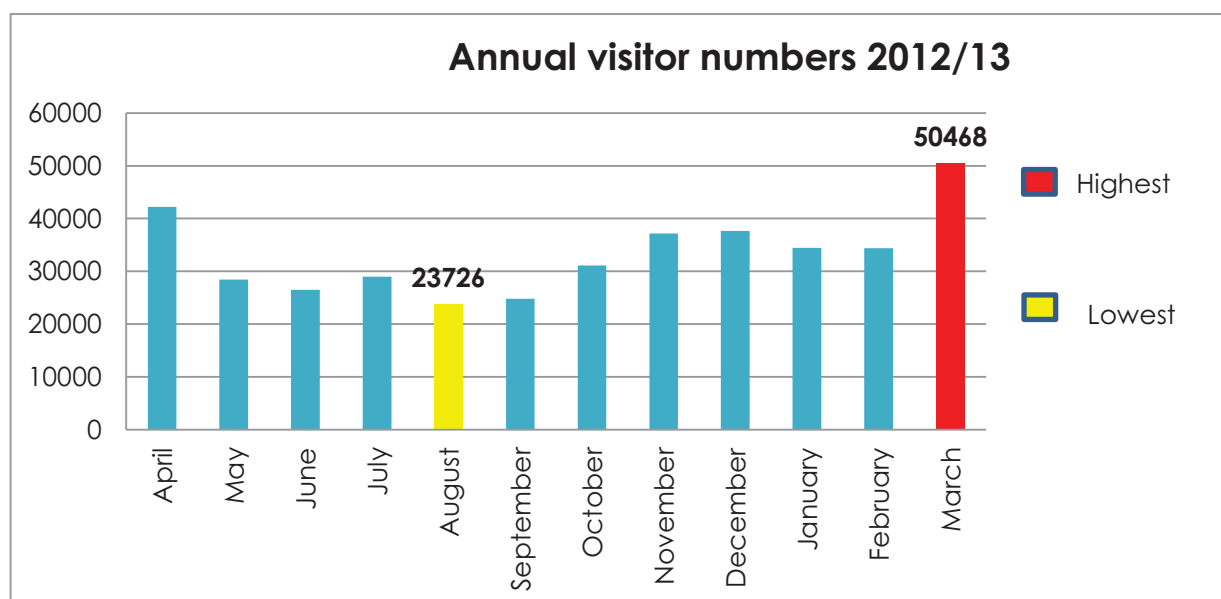
### 2.1 April 2012 – March 2013

2012/13 saw another very busy year for the (CIC) with 399,899 visitors coming through its doors. This was despite an unusually wet summer, the coldest March for 50 years and the Olympic displacement factor. **The total footfall figure is the highest annual figure the CIC has ever achieved.**

There were a number of events which attracted these higher visitor numbers. They are fairly similar to those that caused last year's peaks and include the half term holidays, the Lord Mayor's Show, the Easter break and the festive period between Christmas and New Year.

While 2012 will go down in history as a one-in-a-lifetime opportunity for tourism (Diamond Jubilee, Olympic and Paralympic Games), these events did not have the impact that was anticipated. Visitors tended to avoid central London during the Games, resulting in August 2012 having the lowest visitor totals since our records began. This is the case despite the Centre extending its opening hours (08:00 to 20:00) over the Olympic period. The additional 4 hours a day brought only 3743 additional visitors into the Centre in total.

As part of English Tourism Week, the CIC extended its opening hours again (until 18:30 from 18 to 22 March), with free guided walks leaving from the building at 17:45. Although the walks generated interest and footfall during the week, the extended opening hours brought only 139 visitors to the CIC over the 5-day period. This disappointing response (as well as the low footfall during the extensions at Games time) suggests that our existing hours of operation are about right and that, at the present time, there is no real need to review them.



## 2.2 Monthly footfall. 2011/12 and 2012/13

Month	April 2011 - March 2012	April 2012 - March 2013	Comparison %
April	25364	42203	39.9
May	23346	28414	17.8
June	28188	26479	-6.5
July	30481	28993	-5.1
August	38244	23726	-61.2
September	26395	24798	-6.4
October	36651	31137	-17.7
November	35968	37190	3.3
December	43013	37636	-14.3
January	39046	34440	-13.4
February	36633	34415	-6.4
March	29435	50468	41.7
<b>Total</b>	<b>392764</b>	<b>399899</b>	<b>1.8</b>

Visitor numbers for 2012/13 have shown similar seasonal trends to those in 2011/2012 with peaks during half term holidays, the Christmas period and the Lord Mayor's Show.

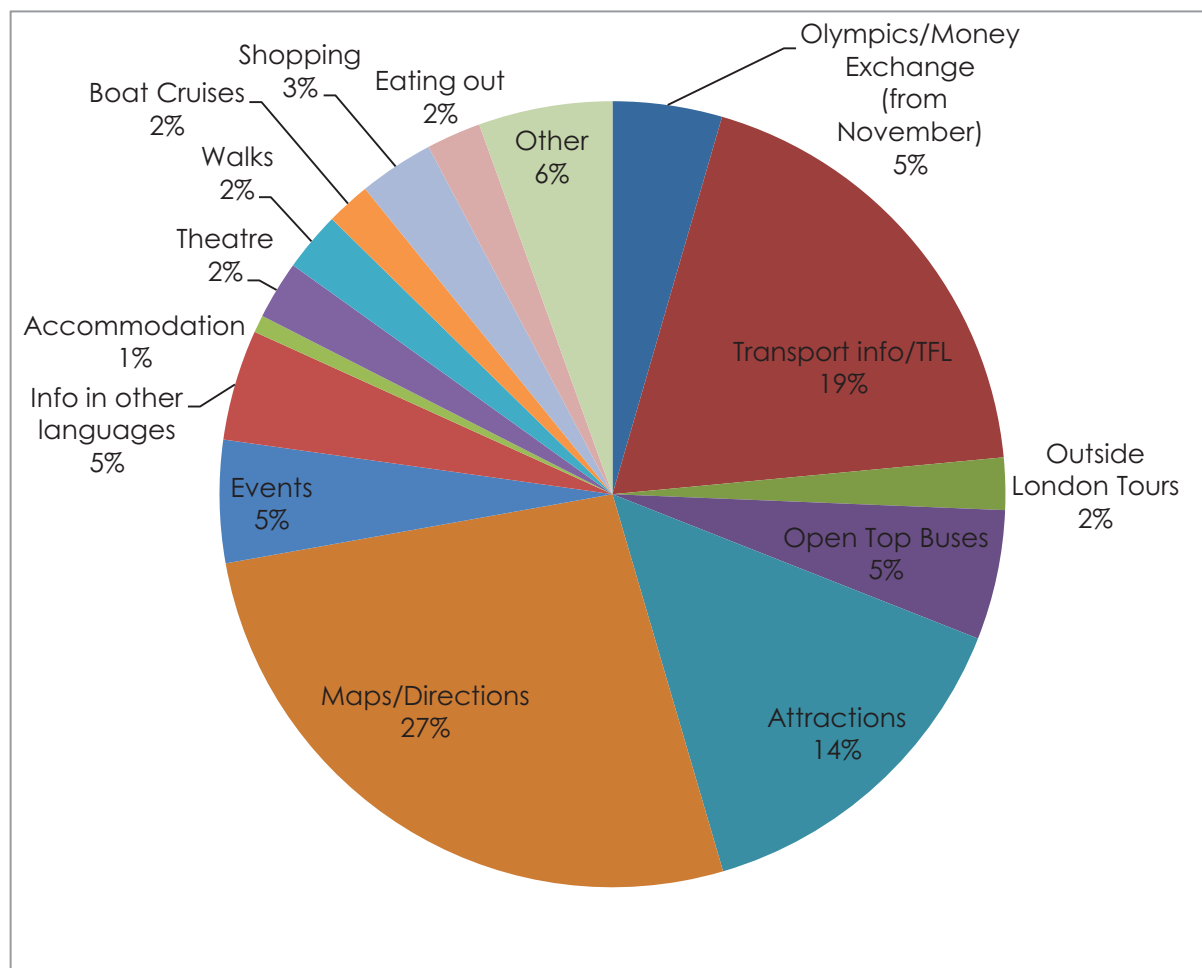
The start of the financial year was very busy with the third busiest April on record and the busiest May since 2008. From June onwards visitor totals started to decrease. This can be attributed to a summer of major events (Diamond Jubilee, Olympics and Paralympics) and the displacement they caused on London's footfall overall.

London has been quick to recover however and March 2013 saw 50,468 visitors come through the Centre's doors. This is the busiest month the Centre has ever seen by a very considerable margin.

Overall, and despite the poor figures during the summer months, footfall at the City of London Information Centre was up 1.8% compared to the previous financial year (2011/12).

### 3. Enquiries

The range of enquiries over the past year is shown below.



Enquiries about directions and maps were by far the most common in 2012/2013, representing nearly a third of all enquiries. This was closely followed by advice about transport and attractions. In total, these three categories accounted for 60% of the total number of enquiries in 2012/13, (12% less than 2011/12).

That these enquiries focus on getting around London and its visitor product provides some testament to the significant role the Centre plays in driving footfall across the capital and generating valuable tourism revenues. It also highlights the importance of our continued liaison with tourism stakeholders such as TfL and the City's attractions so that we can ensure that accurate and reliable information is available for our visitors.

### 3.1 Geographical distribution: enquiries

Enquiries	%
City	30.5
Greater London	63.2
UK	6.3
<b>Total</b>	<b>100.0</b>

Enquiries grouped by geographical distribution do not respond to seasonal variances and have remained at the proportions shown above on a monthly basis as well as for the year.

What is significant here is the proportion of London enquiries that the CIC handles, reinforcing the point made earlier regarding the value of the Centre to London's tourism economy. The lower figure for UK/national enquiries is as we would expect given that this is the first year the centre has offered information about national product.

### 3.2 Geographical distribution: visitors

From 1 April 2012, the CIC started recording visitors' country of origin, noting those that were Londoners (and so local to the Centre). This has improved our understanding of customers' needs – not least in their product preferences – and to respond accordingly.

The table overleaf shows the top ten CIC audiences by country of origin. Perhaps surprisingly, the UK is in first place illustrating the significant role the CIC plays in the domestic market (supporting our role in delivering services to the target audiences of our partner VisitEngland).

The UK is closely followed by France and then Spain and Germany. The USA follows in fifth place. This table is very unsurprising and reflects London's significant appeal to the short stay European market and to the US market – France, Germany and the US being the UK's largest inbound markets and its most valuable in 2012.

Of the BRIC countries, only Russia appears in the top ten; Brazil occupies 12<sup>th</sup> position with 1852, India 16<sup>th</sup> with 1284 and China 18<sup>th</sup> with 700 visitors. This is as would be expected. The BRIC countries are emerging markets and we would expect to see their numbers build in the coming years, noting cultural differences between nations in their tendency to use TICs and that the Indian market is largely focussed on Visiting Friends and Relatives (VFR).

Whilst not contributing high numbers to the annual CIC footfall, it is also worth noting that some visitors originate from countries as far as Guyana,

Cambodia, Iraq, Pakistan, Mauritius, Vietnam, Kazakhstan, Sri Lanka, Saudi Arabia and many others.

During 2012/13, the top six countries of origin remained very similar each month.

Origin	Total
UK (including Londoners)	12626
France	10248
Spain	9481
Germany	8335
USA	7865
Londoners	7421
Italy	6150
Scandinavia	3679
Russia	2434
Australia/New Zealand	1911

### 3.3 England: the top five enquiries

From 1 November 2012, the CIC started recording the number of enquiries about places beyond London with which it dealt. During the five months to year end, the top five remained very similar – Oxford, Stonehenge, Bath, Cambridge and Windsor. All cities are in England, while Scotland got 40 enquiries and Wales 12.

TOP FIVE	
Stonehenge	162
Oxford	155
Cambridge	98
Bath	96
Windsor	70

During the school holidays in December, the Harry Potter Tours at Warner Bros Studios became very popular, taking the fourth place in the list of enquiries for attractions outside of London that month.

### 3.4 Contact Centre enquiries

The City Corporation provides a Contact Centre to deal with phone enquiries. The Contact Centre is not a part of the Culture, Heritage and Libraries Department but, from time to time, they refer enquiries to the CIC via email or phone. These enquiries are commonly related to tickets for the Livery halls or maps and guides to be posted and can only be dealt with by the CIC

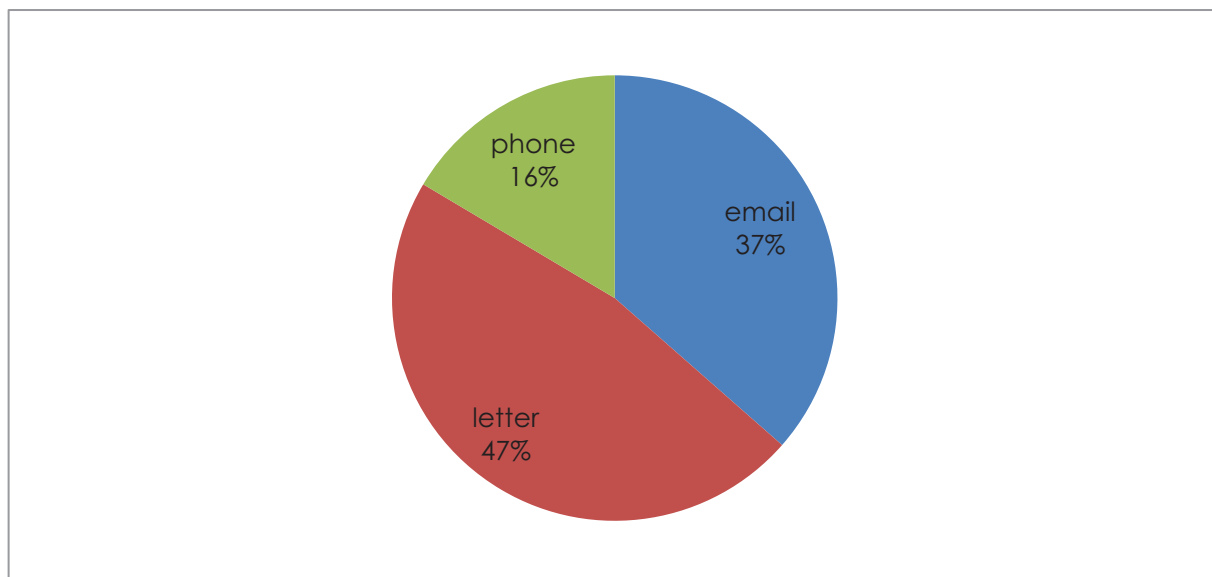


directly. On average the CIC deals with 50-70 Contact Centre queries per month.

During the 2012/13, the CIC dealt with approximately 600 Contact Centre enquiries. In reality, the true number of enquiries is likely to be slightly greater because not all queries are recorded during busy periods. Out of those 600 enquirers, 437 required maps, leaflets or brochures to be posted to them.

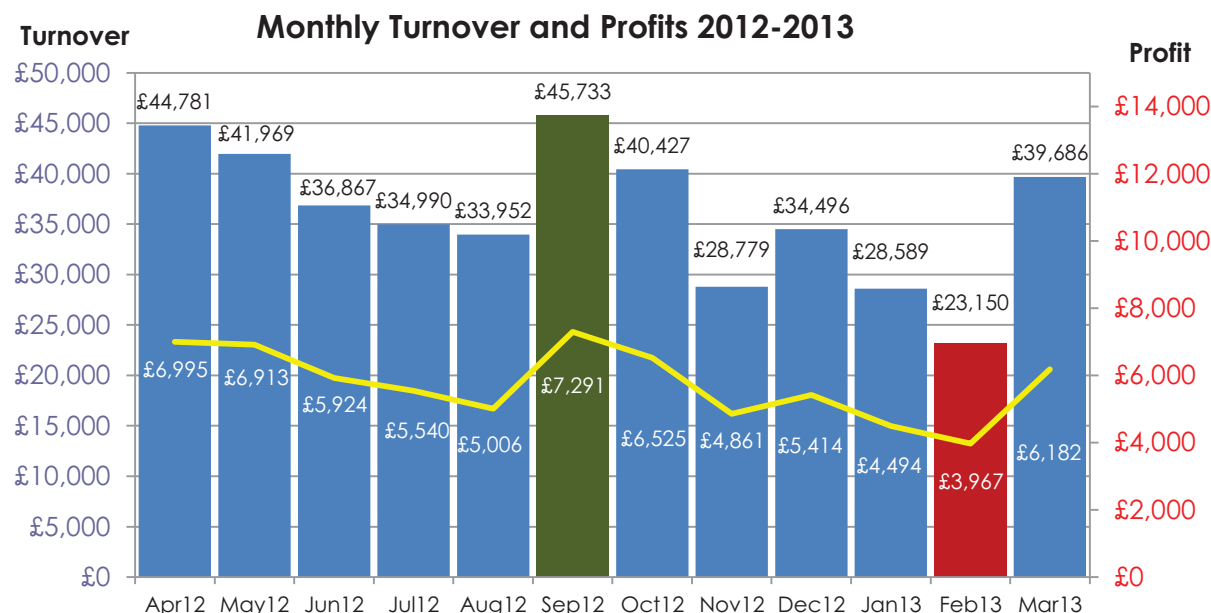
### 3.5 Postal, phone and email enquiries

The CIC receives many enquiries by post, email or telephone. Statistics for these are also recorded. In 2012/13, the CIC received 62 emails, 28 phone calls and 80 letters – a total of 170 enquiries. As mentioned before, the real figures are likely to be slightly higher than the recorded ones, due to the fact that some of the enquiries are not logged during busy periods. Out of 170 enquiries, 137 required information to be posted.



# 4. Sales and profits

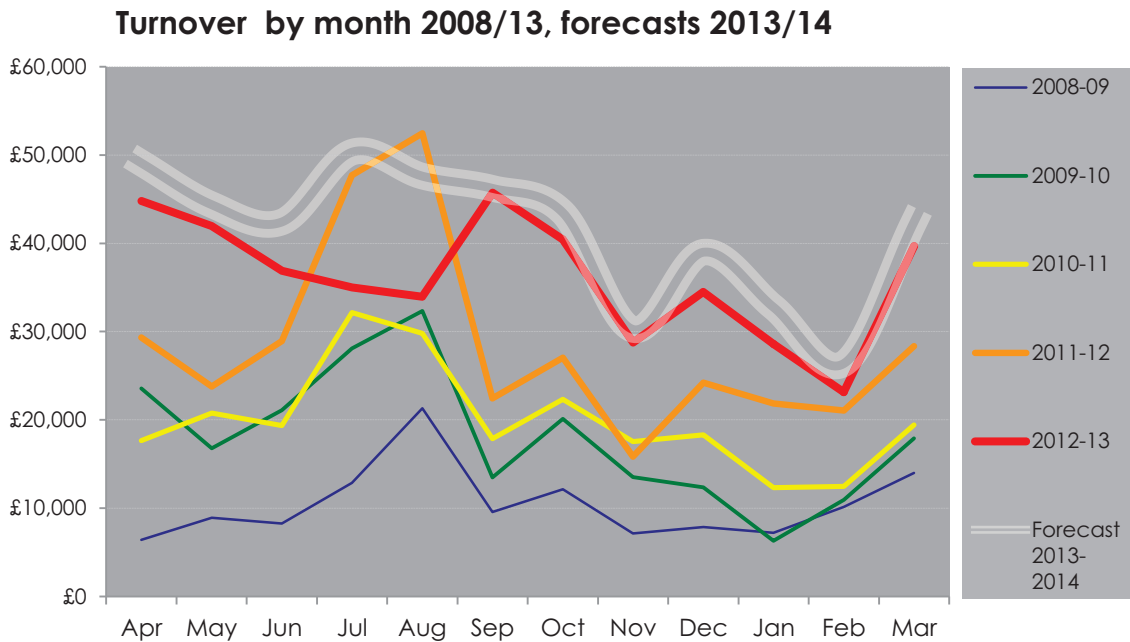
## 4.1 Overall sales and profits



- Sales in 2012/13 were the highest since opening; total for year = £433,420
- Profits were also the highest since opening; total for year = £69,114
- Average turnover per month = £36,118
- Average profit per month = £5,760
- In 2012/13, turnover was 26.3% higher than 2011/12 and 80.5% higher than 2010/11
- Profit was 16.6% higher than 2011/12 and 60.7% higher than 2010/11
- Unusually, the highest grossing month was September (Olympic effect June-August). This was by far the most revenue generated in any September and the 3<sup>rd</sup> highest grossing month since opening, (April 2012 was 4<sup>th</sup> highest)
- In 2012/13, the lowest sales and profits were in February

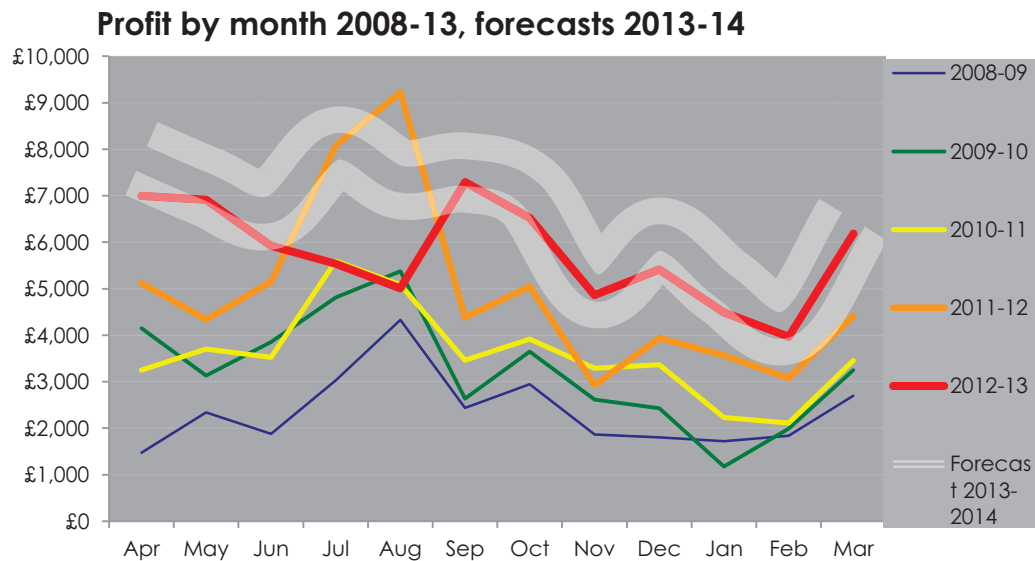
## 4.2 Comparisons with previous years

### 4.2.1 Turnover

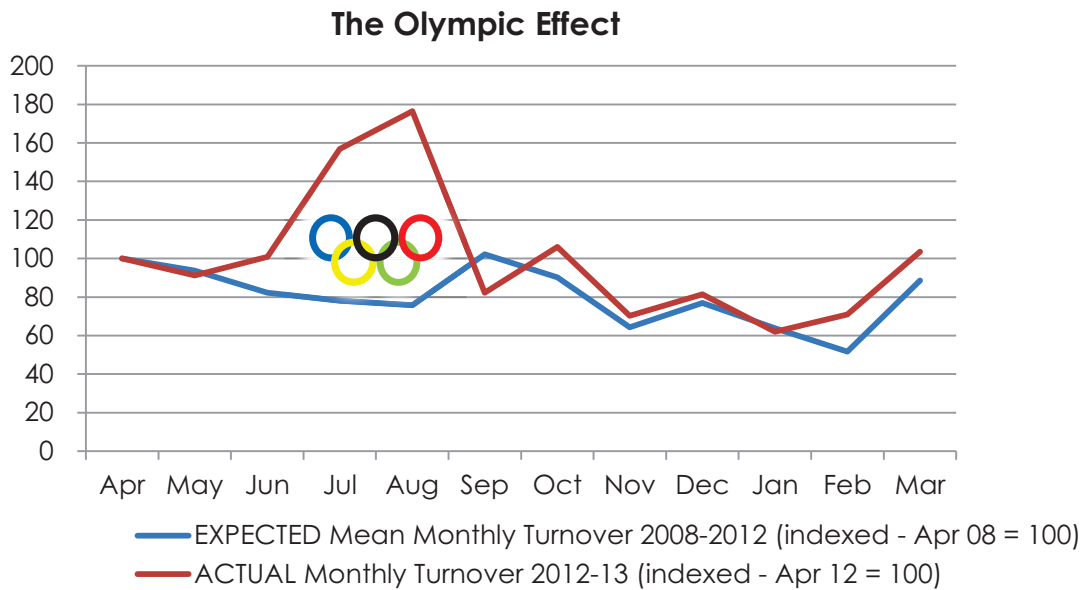


- The chart above shows clear increases in turnover over most of the year compared to previous years
  - The difference in peaks over the summer period are due to Games and Jubilee festivities taking visitors elsewhere
- The forecast for 2013/14 is based on current product lines and prices staying the same – as prices usually increase in April and there are plans for new products in 2013/14, this is a conservative estimate.

### 4.2.2 Profit



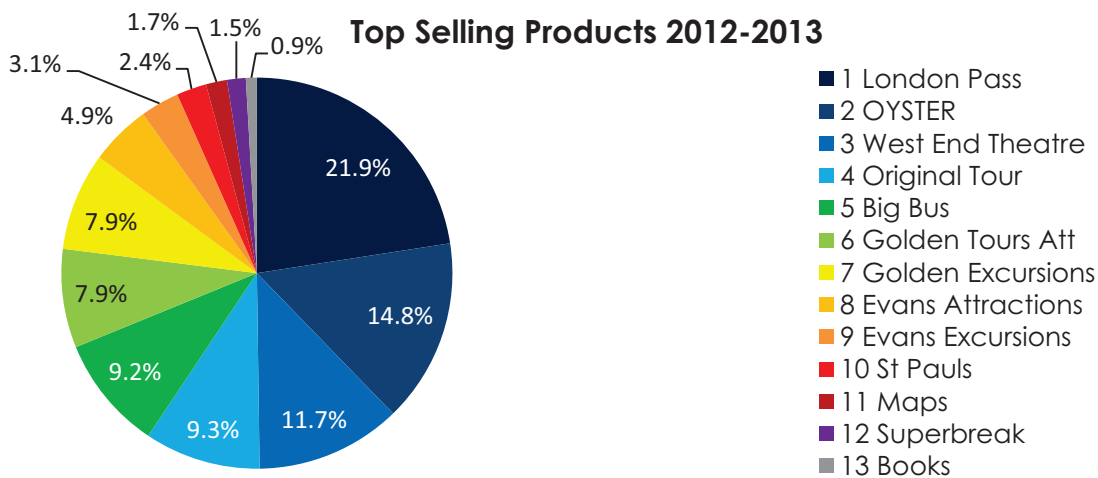
### 4.3 Impact of the 2012 Olympic and Paralympic Games



- The red line represents the level of expected monthly sales according to data from previous years
- The blue line represents sales achieved in 2012-2013
- Noticeable is how the lines follow one another but diverge markedly between May and September.
- This shows a decrease in sales turnover stemming from the disruption to normal activities in London caused by the 2012 Games and Diamond Jubilee.

### 4.4 Annual turnover and profit by product

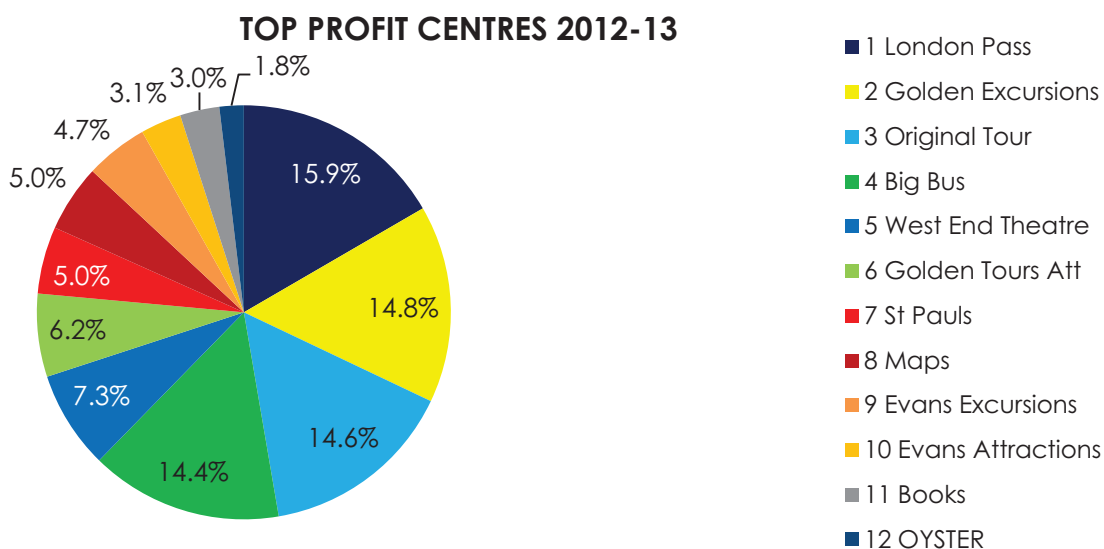
#### 4.4.1 Highest selling products 2012-2013



- London Pass is the biggest seller, taking 21.9% of all sales.
- London Pass, together with Oyster and West End Theatre tickets account for nearly 50% of all sales over the course of the year

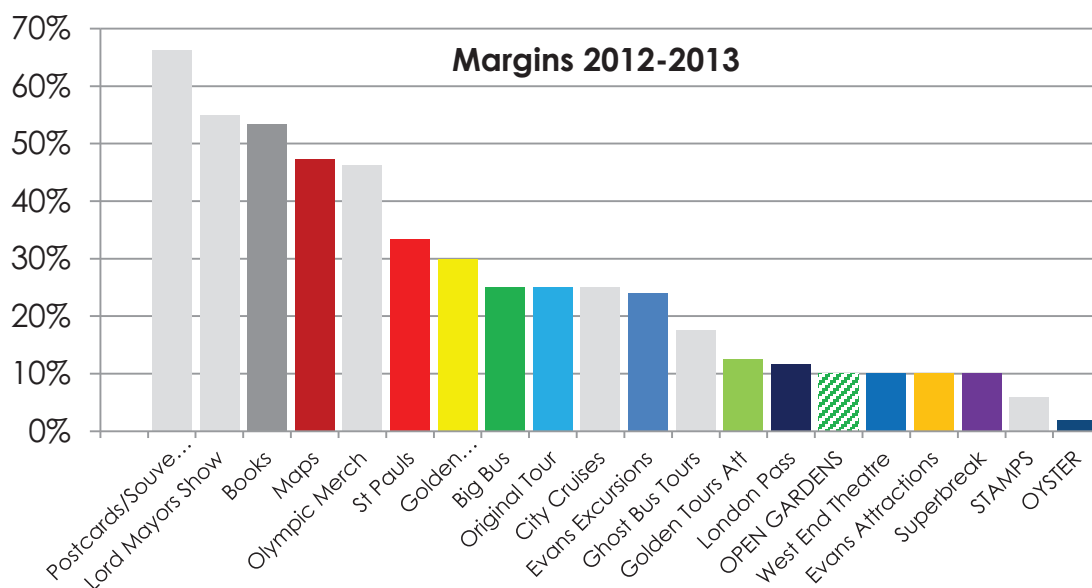
- London Bus Sightseeing tours account for 19.5% of sales
- Golden Tours account for 17% of sales, whereas Evan Evans took only 8%

#### 4.4.2 Most profitable products 2012-2013



- London Pass accounts for highest proportion of profit overall
- London bus sightseeing tours are relatively more profitable than would be expected if margins were the same over all products
- West End Theatre's margins are somewhat less profitable than would be expected if margins were the same over all products
- Oyster profit margins are miniscule – 14.8% of sales, only 1.8% of profits
- Maps and books together have only 2.6% of sales, but 8% of profits – however per unit prices are very low (see 3.7)

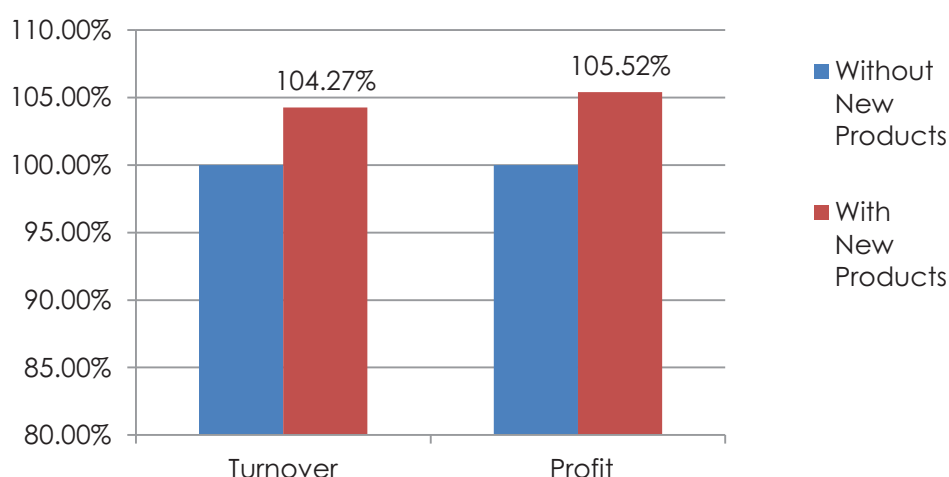
#### 3.5 Margins 2012-2013



- This graph above compiles data from 2012/13 to show the profit margins per product group. In many cases this is set as a commission level, but in the case of books and maps it depends on the difference between the cost price and retail price
- The chart is somewhat misleading – it appears that the most profitable products per unit have been books and maps and souvenirs, but these are the lowest priced and least-sold products at CIC so do not account for such a high proportion of turnover or profit.
- Meanwhile our highest sellers (London Pass, West End Theatre, Oyster) have the lowest profit margins – with Oyster again showing why it accounts for such a small proportion of profits.

#### 4.6 New lines

Effect of new product lines on turnover and profits



- New products introduced in 2012/13 included the Superbreak hotel booking service and an increased range of maps
- Overall, these products only increased sales by 4.3% (c.£1480 per month) but were relatively profitable, increasing profits by 5.5% (c.£300 per month)
- New lines also included Hudson's Heritage Pass and National Trust Touring Pass, with the CIC acting as sole redemption point in London for both of these products and commission paid per redemption being £1 and 20% of cost of pass respectively
- During the course of 2012/13, the CIC has begun to source products direct from suppliers and publishers, ceasing its supplier agreement with the Museum of London. This has allowed the CIC to stock a wider range of lines and product titles in line with visitor demand and interest as well as to negotiate higher commission levels
- Other new product lines introduced this financial year include: Open Gardens Squares Weekend tickets (CIC being the only sales point in London), and tickets for most of the major new attractions including the Harry Potter at Warner Bros Studios, the View from the Shard, Olympic Park tours and Climbing the O2

## 5. Learning & development

2012/13 has been an extremely successful year for the CIC team in all areas of learning & development and service delivery performance.

The Olympic and Paralympic Games periods and the CIC's position as the sole official tourist office in central London were pivotal in this success. All team members attended pre-Games time courses which served as a reminder of the importance of the role to be played by the CIC as an ambassador for London's cultural offer, engaging with a wide range of nationalities visiting the capital during the Games, and encouraging repeat visits in the months and years ahead.

Courses attended were **World Host Principles of Customer Service** and **Cultural Awareness: Welcoming the World**. The enthusiasm and commitment shown by the CIC team in providing a memorable Olympic and Paralympic Games visitor experience resulted in them being nominated for the City of London Corporation Team Learning & Development Award.

The past year has also seen an increase in the developing BRIC (Brazil, Russia, India, China) visitor markets to the City and the capital. Emphasis has been placed on these languages in order to ensure that the CIC adds them to its already vast array of linguistic service delivery. Russian is already spoken by one team member with basic conversation levels of **Chinese** and **Portuguese** being encouraged thanks to the facilitation of course attendance towards the latter part of 2012-13 and continuing into 2013-14.

With the closure of the Britain & London Visitor Centre in December 2011, VisitEngland recognised the gap in the promotion of the England destination product to the many visitors who wish to explore further afield. This saw the CIC and VisitEngland enter a partnership and the CIC extend its pre-existing England offer to fall in line with **VisitEngland** requirements and expectations. The team has responded extremely well in delivering this additional service through developing knowledge via team day and regular staff meeting initiatives. These have contributed to a more confident, efficient and improved experience of the CIC for its many visitors seeking England information as was recognised in the last Visitor' Survey results.

With the CIC team managing the many demands and expectations placed on it in the year, 2012/13 also saw an award of 1<sup>st</sup> place in the VisitEngland regional mystery shopper initiative. Targets for 2012/13 performance in the CIC-organised exit survey were also reached and exceeded.

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# City Information Centre User Survey 2013

Prepared for: City of London Corporation

By: RJS Associates Ltd

September 2013

# Summary and conclusions

- The user survey at the City Information Centre (CIC) has been undertaken for a number of years – generally in early summer. In 2013 interviewing took place in between 9<sup>th</sup> and 28<sup>th</sup> July.

## Visitor Characteristics

- In 2013, visitors from Europe were the largest group using the CIC – over half of visitors. The proportion of users from the short haul European market was up on previous years while the proportion of UK users was lower in 2013 – accounting for only 15% of visitors.
- The age profile of visitors was similar to previous years with visitors from all age groups. The commonest group was 25-34.
- In 2013, CIC users were most likely to be staying in an apartment or house. This was an increase on previous years possibly reflecting an increase in the availability of people letting out their homes privately via websites

## Pre-Arrival

- Most CIC users (73%) knew they were in the City of London, the proportion was lower than previous years (but higher than 2012).
- Four fifths (78%) of CIC users had planned their visit to the City in advance .

- The primary reason, among CIC users, for visiting the City was sightseeing or going to an attraction. This was similar to previous.
- The role of a tour bus and /or shopping in bringing visitors in saw an increase in 2013.
- The majority (76%) of CIC visitors had not used the centre previously. This was broadly the same as previous years.
- Typically users found out about the CIC when passing by – but this was a lower proportion than in previous years. Guidebooks and websites (including visitthecity.co.uk) were more important in 2013.

## Information usage at CIC

- The proportion of users noticing the screens, both inside and outside, the centre was up significantly on previous years – nearly all users had noticed the screens inside the centre.
- The majority of visitors to CIC had got a map on London and information on places to visit in the City. These were both up on previous years.
- In 2013, 83% of users noticed information about other destinations in England. This was up on 2012 (when it was 49%).

# Summary and conclusions

- About two fifth of users who had looked at England information were using it to help make plans for either their current trip or a future trip.
- Just over half (54%) of CIC users were aware of the free wi-fi but usage was very low (about 2%).
- The majority of CIC users (63%) had picked up the leaflet on the City Visitor Trail – but none had downloaded it.

## Satisfaction and potential influence

- Ratings of the quality of information and staff remained very high – a 100% of respondents rated them as good or excellent. The proportion of ‘excellents’ was up slightly on previous years.
- Overall satisfaction with CIC was also very high – in 2013, an average score of 9.4 out of 10 showed a slight increase on previous years.
- In addition, users would be very likely to recommend CIC to others - an average of 9.4 out of 10.
- The CIC had enhanced a visitor’s trip to London - this continued the pattern of 2012 – i.e. a significant increase over previous years.
- The CIC is playing a role in prompting revisits to the City for 25% of users - a higher level than previous years.

- In 2013, there was a dramatic increase in the proportion of users highlighting that their CIC visit had persuaded them to stay longer – 39% highlighting it had ‘greatly’ influenced them (compared to 8% in 2012)
- Satisfaction with aspects of CIC performance was generally higher among repeat visitors, and over 55 year olds.

## Visits to Attractions

- The top places of interest were St. Paul’s, the Tower of London, Tate Modern, Tower Bridge and London Eye.
- Two thirds of CIC users were visiting an attraction in the City on the day of their visit (to the CIC).
- Approximately half (55%) of CIC users were also planning to re-visit the City over the next week to visit an attraction.

# INTRODUCTION

# Introduction and Methodology

- This report provides a summary of the key results of a survey of visitors to the City of London Information Centre (CIC). It was commissioned by the City of London Corporation. The survey followed a similar approach to those undertaken in previous years.
- The survey was conducted between 9<sup>th</sup> and 28<sup>th</sup> July 2013. This timing was similar to previous years.
- The total sample was 218 visitors to the CIC.
- The user survey was conducted on a face-to-face basis as visitors exited the CIC.
- Self completion questionnaires were available in French, German, Spanish and Italian – 9% of questionnaires were completed using one of these language versions.
- Interviews were split between weekdays (50%) and weekends (50%).
- Within this report comparisons are made to previous surveys where appropriate. In some cases, data from multiple survey years has been merged – this was to increase sample sizes and therefore reliability.
- Previous surveys used a similar methodology but with samples of:
  - 258 in May/June 2006
  - 381 in August/September 2008
  - 213 in June 2009
  - 222 in July 2010
  - 242 in July 2011
  - 441 in 2012 – 222 in July phase, and 219 in August (during the Olympics).



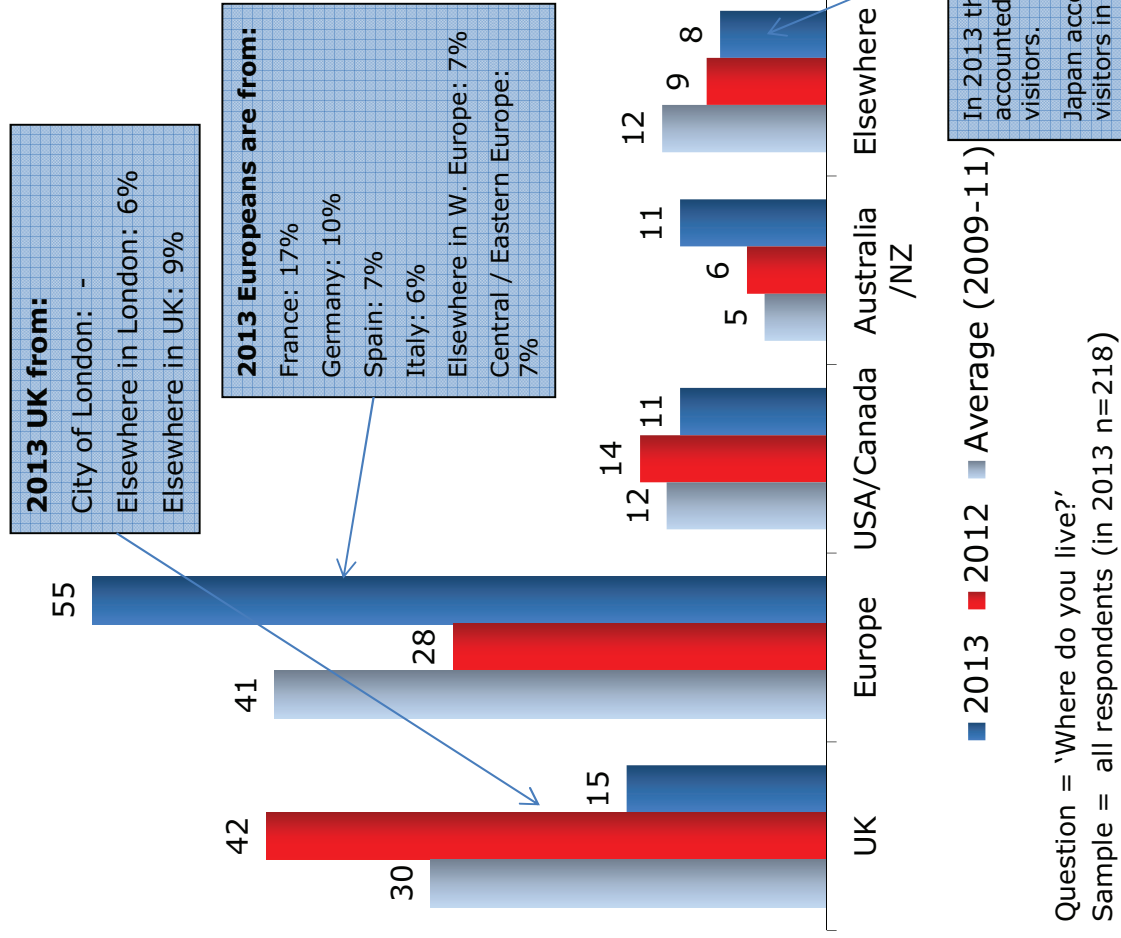
# VISITOR CHARACTERISTICS



# In summer 2013 visitors from Europe were the largest group using the CIC – over half of visitors.

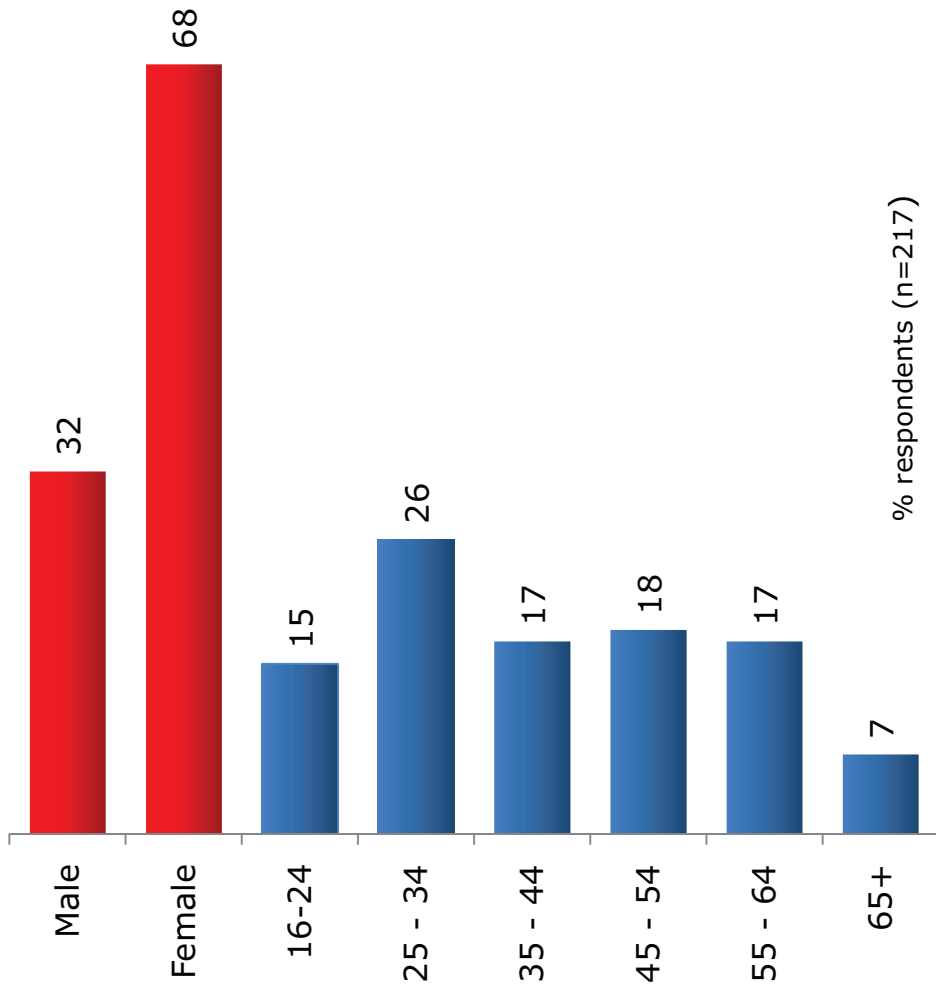
The overall pattern differs from the **previous few years**, particularly 2012.

- UK users were significantly lower in 2013 accounting for only 15% of visitors. This compared to 42% of visitors in 2012 (which was a significant year for UK visits) and 30% in previous years.
- There was a higher proportion of users from the short haul European market than previous years. The French market was noticeably up in 2013 – 17% of visits compared to an average of 8% (2009-11). Germany and Italy were also up.
- Other markets that were up on previous years included Australia/New Zealand, Central/Eastern Europe (7% compared to 3% in 2009-11) and Japan (6% compared to 1% in 2009-11).
- This pattern is partly reflected in IPS data (at June 2013) which highlights increases in visitor levels from a number of countries including: France (9%), Germany (8%), Australia (10%), Czech Republic (19%), Poland (11%). (figures are year to date changes). Japan was static.



# CIC visitors are from all age groups. The commonest in 2013 was 25 to 34 years.

- Overall, the visitor profile, in terms of age, was broadly the same as previous years. In 2013 there was a greater bias to female visitors – 68% compared to 55% in previous years\*.

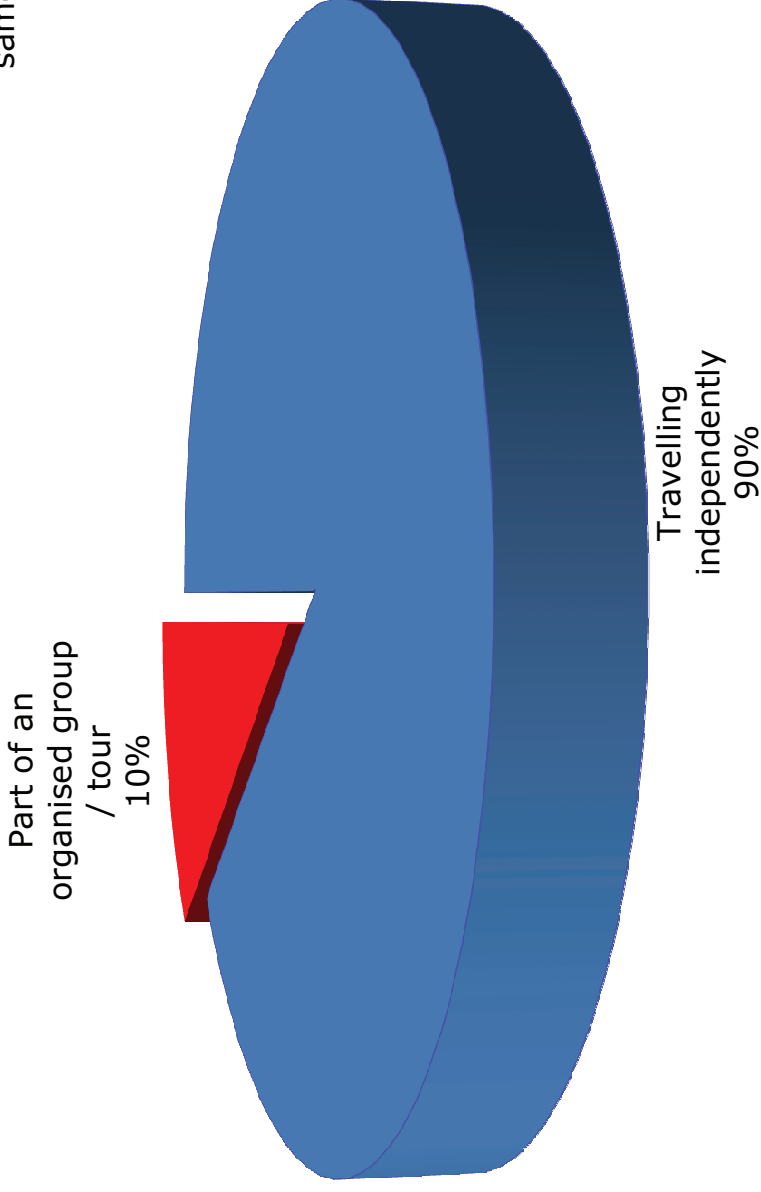


\* Based on data from 2009, 2010, 2011 and 2012 surveys.



# CIC users were typically travelling independently.

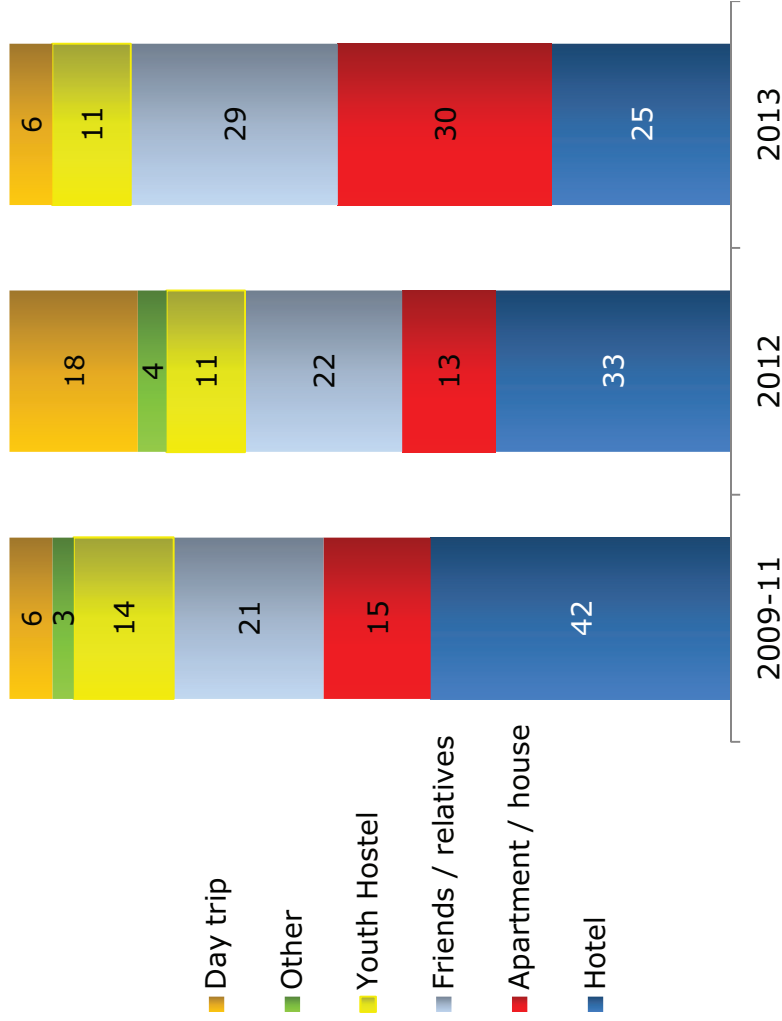
- The pattern was broadly the same as previous years.



Question = 'Are you travelling independently or as part of an organised group or tour?'  
Sample: excludes residents of London (in 2013 N=202)

# In 2013, CIC users<sup>1</sup> were most likely to be staying in an apartment or house.

- This pattern differs from previous years. Use of apartment/house was up significantly possibly reflecting an increase in the availability of people letting out their homes privately via websites (a trend that started for the Olympics).
- Levels of hotel usage were down – 25% of visitors compared to 42% in 2009-11.
- Staying with friends and relatives was also slightly up.



Question = 'What type of accommodation are you staying in?'  
 Sample: excludes residents of London (in 2013 N=205)

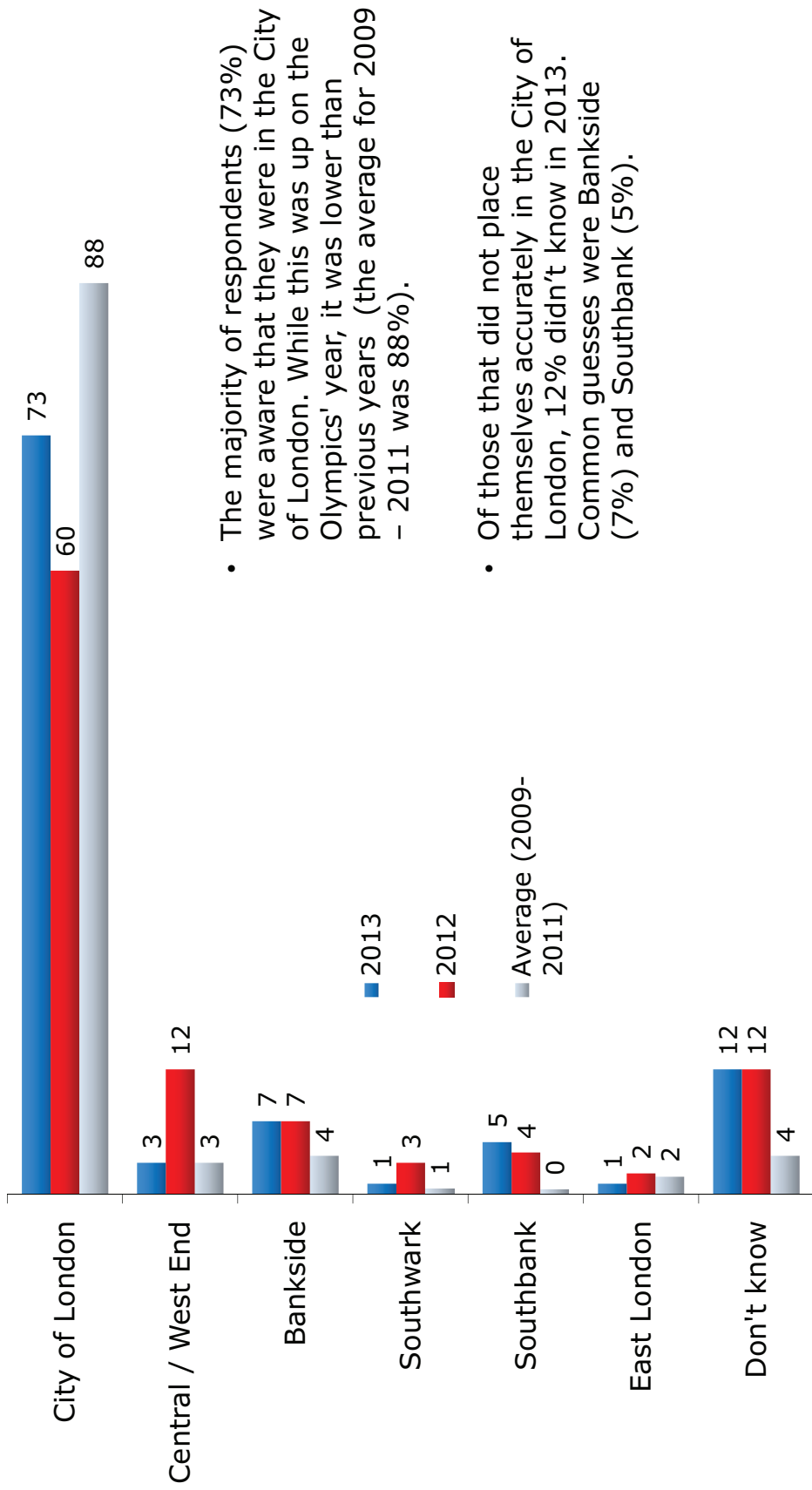
<sup>1</sup> Excludes residents of London.



# PRE-ARRIVAL



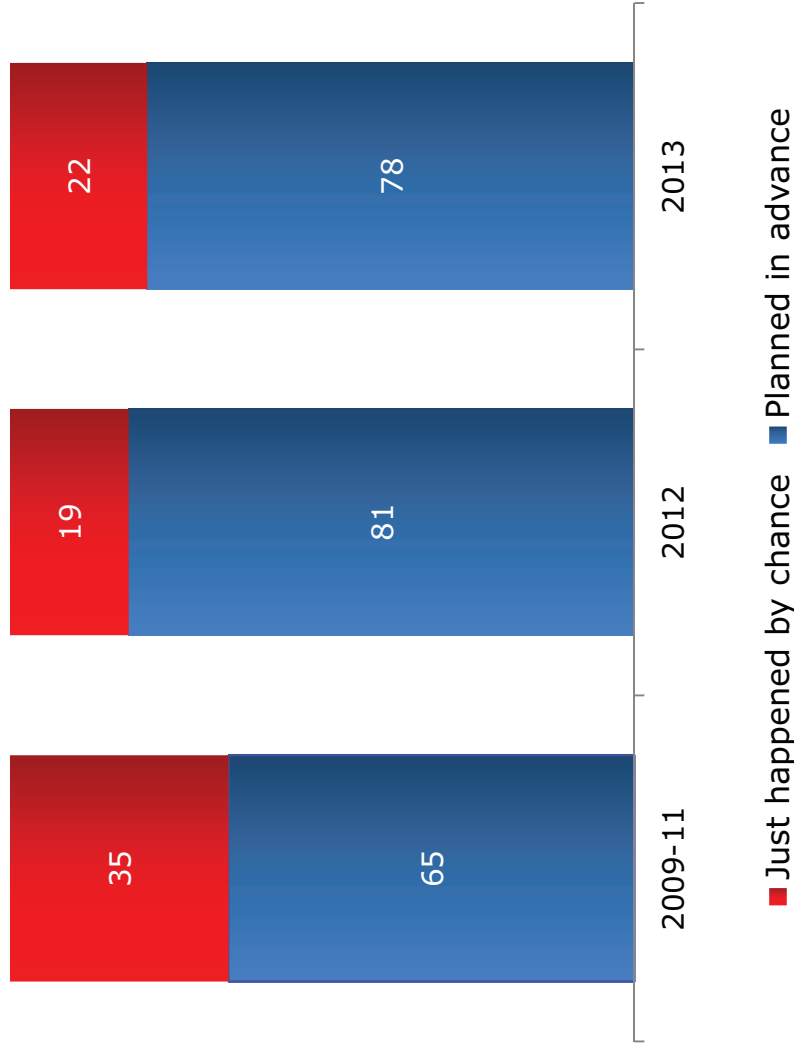
While most CIC users knew they were in the City of London, the proportion was lower than previous years but higher than 2012.



- The majority of respondents (73%) were aware that they were in the City of London. While this was up on the Olympics' year, it was lower than previous years (the average for 2009 - 2011 was 88%).
- Of those that did not place themselves accurately in the City of London, 12% didn't know in 2013. Common guesses were Bankside (7%) and Southbank (5%).

Question = 'Which of the following best describes the part of London you are in now?'  
 Sample: all respondents (in 2013 N=218)

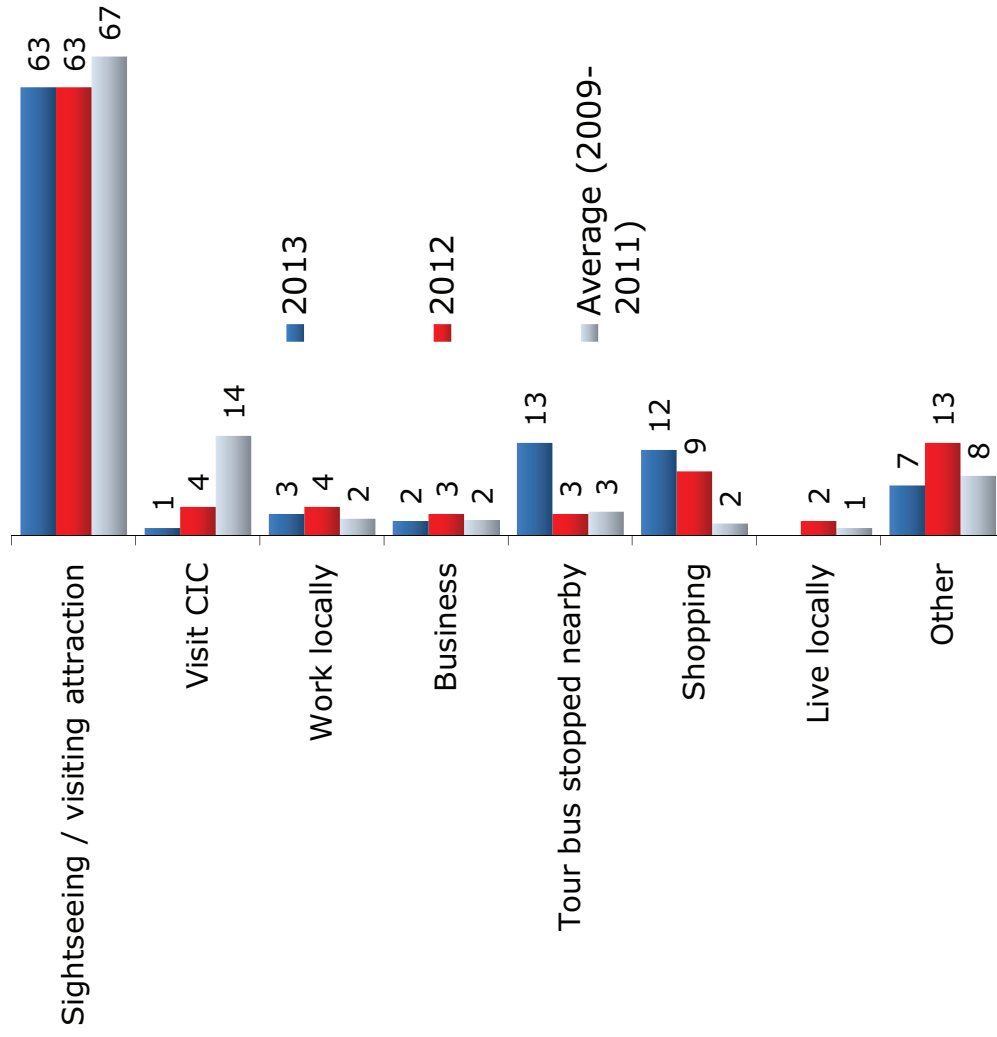
## Four fifths (78%) of CIC users had planned their visit to the City in advance



- The proportion planning their trip in advance was on a par with 2012 and significantly higher than the average for 2009 – 2011.
- Younger age groups (16-24 and 25-34) tended to be more spontaneous and were more likely to visit the City 'by chance'.

Question = 'Was your visit to this part of London today planned in advance or just happened by chance?'  
 Sample: all respondents (in 2013 N=217)

## The primary reason, among CIC users, for visiting the City was sightseeing or going to an attraction.



- Sightseeing and visiting attractions, as a reason to visit the City, was similar to previous years.

- There were some changes to previous years.

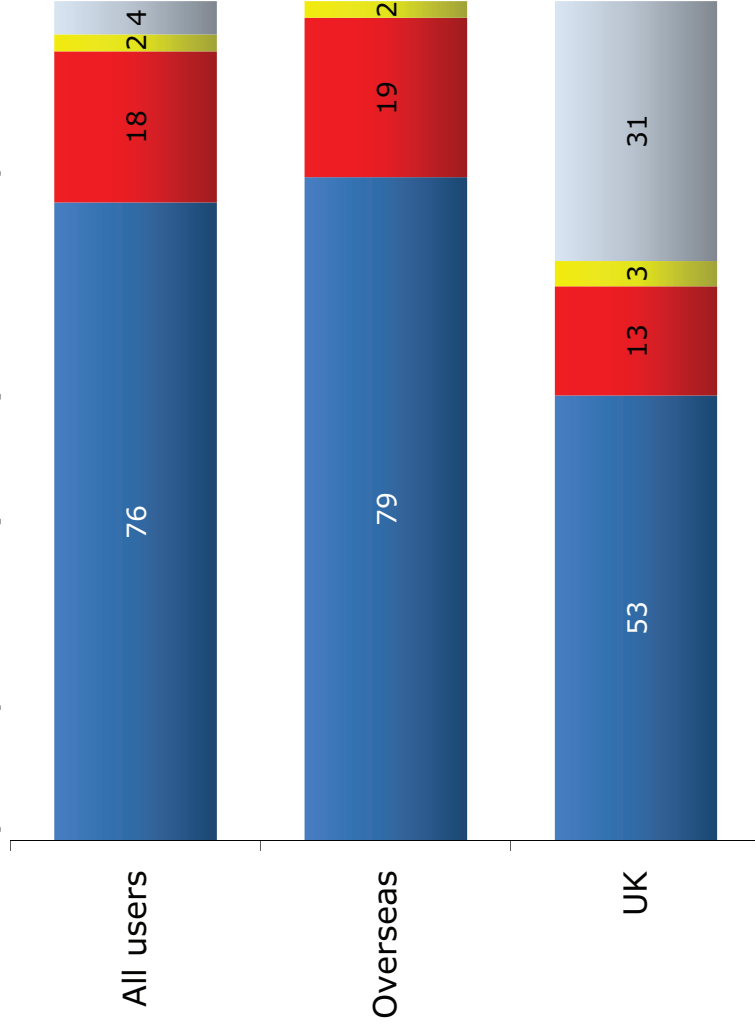
- Visitors were more likely to be in the area because they were on a tour bus – 13% compared to 3% in previous years

- Shopping was also more important – a continuation of a pattern that started in 2012. 12% of visitors were in the area for shopping in 2013. This was similar to the 9% in 2012 but higher than previous years (2%).

- Visiting the City specifically to visit the CIC was also significantly lower than previous years – a continuation of the 2012 pattern. In 2013, 1% of visitors were in the area specifically for CIC, compared to 4% in 2012 and 14% in previous years.

Question = 'Why were you in this specific area of London today?'  
 Sample: all respondents (in 2013 N=217)

In 2013, the majority (76%) of CIC visitors had not used the centre previously. A quarter (24%) were repeat visitors.



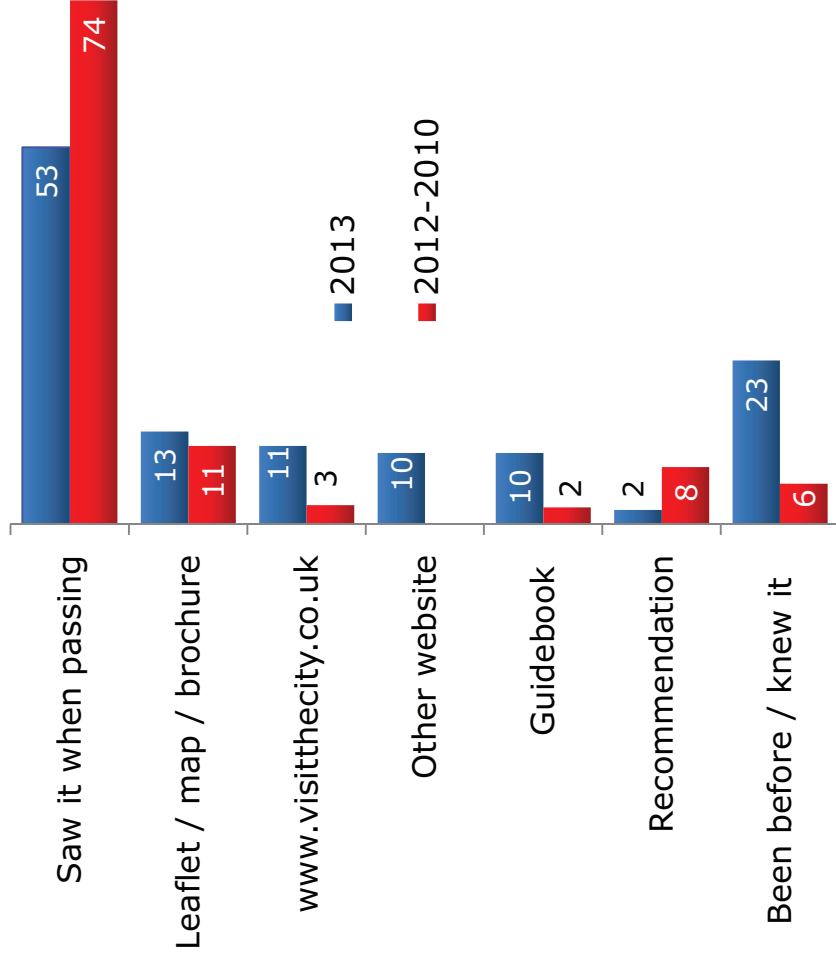
■ First time ■ Once before ■ 2 - 3 times ■ 4+ times

Question = 'Approximately how many times have you been to this Information Centre?'

Sample: All respondents (in 2013 N=218).

- This pattern is broadly the same as previous years. The one main difference was a decrease in the proportion of visitors that had visited two or more times (6% in 2013, compared to 13% in 2012, and 15% in 2009-11). This is probably a result of the lower proportion of high frequency UK visitors (see below).
- Overseas visitors (79%) were more likely to be first time visitors.
- UK visitors (albeit on a small sample in 2013) were more likely to have visited before– 31% had visited the CIC more than 4 times.

Typically users found out about the CIC when passing by – but this was a lower proportion than in previous years.



Question = 'How did you know about this information centre?'  
 Sample: All respondents (in 2013 N=218) Multiple choice question

- The other main sources of information about CIC were a previous visit (23%).
- The pattern did differ from previous years. The proportion finding it via [visitthecity.co.uk](http://visitthecity.co.uk), a guidebook, and / or knew about it increased. This will reflect guidebooks becoming up-to-date on CIC information, active promotion in the travel press and online promotion of the centre by partners like VisitEngland and London and partners.
- The proportion that saw it when it was passing had decreased.
- This will be partly a result of changes in the question in 2013. These included using a showcard as opposed to reading a list, and the inclusion of new response options - i.e. 'other website' and 'been before/ knew about it' (which had been picked in the 'other' option of the question).
- Other reasons for the changes could include:
  - The higher proportion of overseas visitors – they were more likely to use the web and guidebooks.
  - Increased use of the internet on the move (as opposed to just pre-visit).

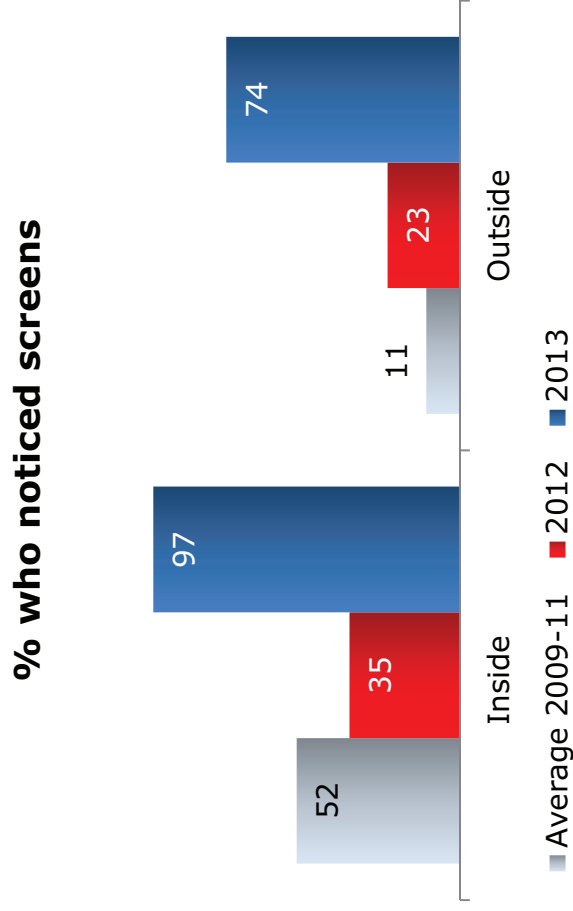




# INFORMATION USAGE AT CIC



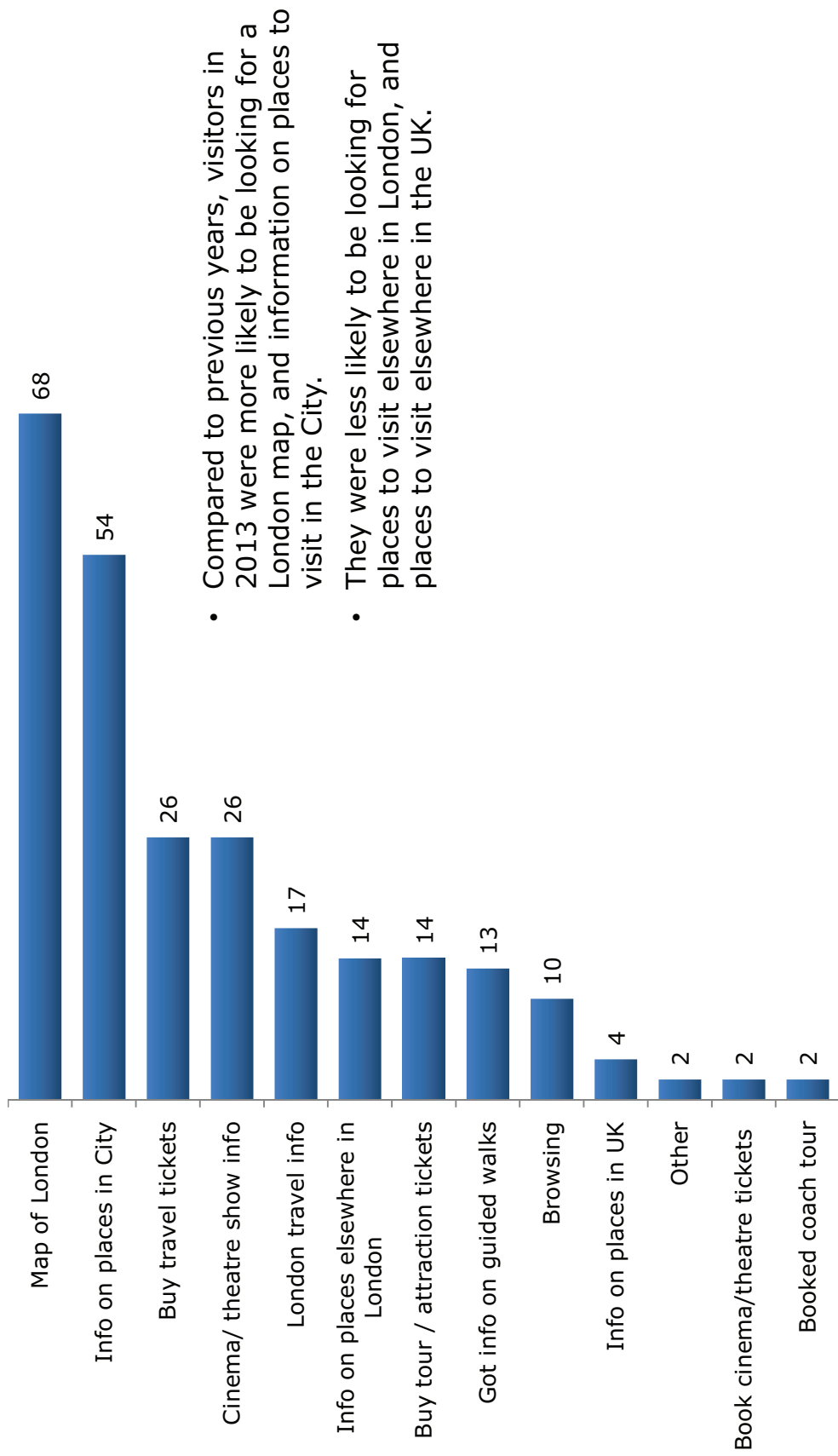
The proportion of users noticing the screens, both inside and outside, the centre was up significantly on previous years



Question = 'Did you notice the screens outside / inside this centre?'  
 Sample: all respondents (in 2013 N=218)

- In 2013, virtually all users noticed the screens inside and three quarters were aware of the outside screens.
- This was an unusual pattern and it will be interesting to see whether it is sustained in the future.
- The increase may be explained by longer queue times at the centre (and hence more time to look at the screens – both inside and out) and better weather, which led to a higher proportion of people lingering outside.

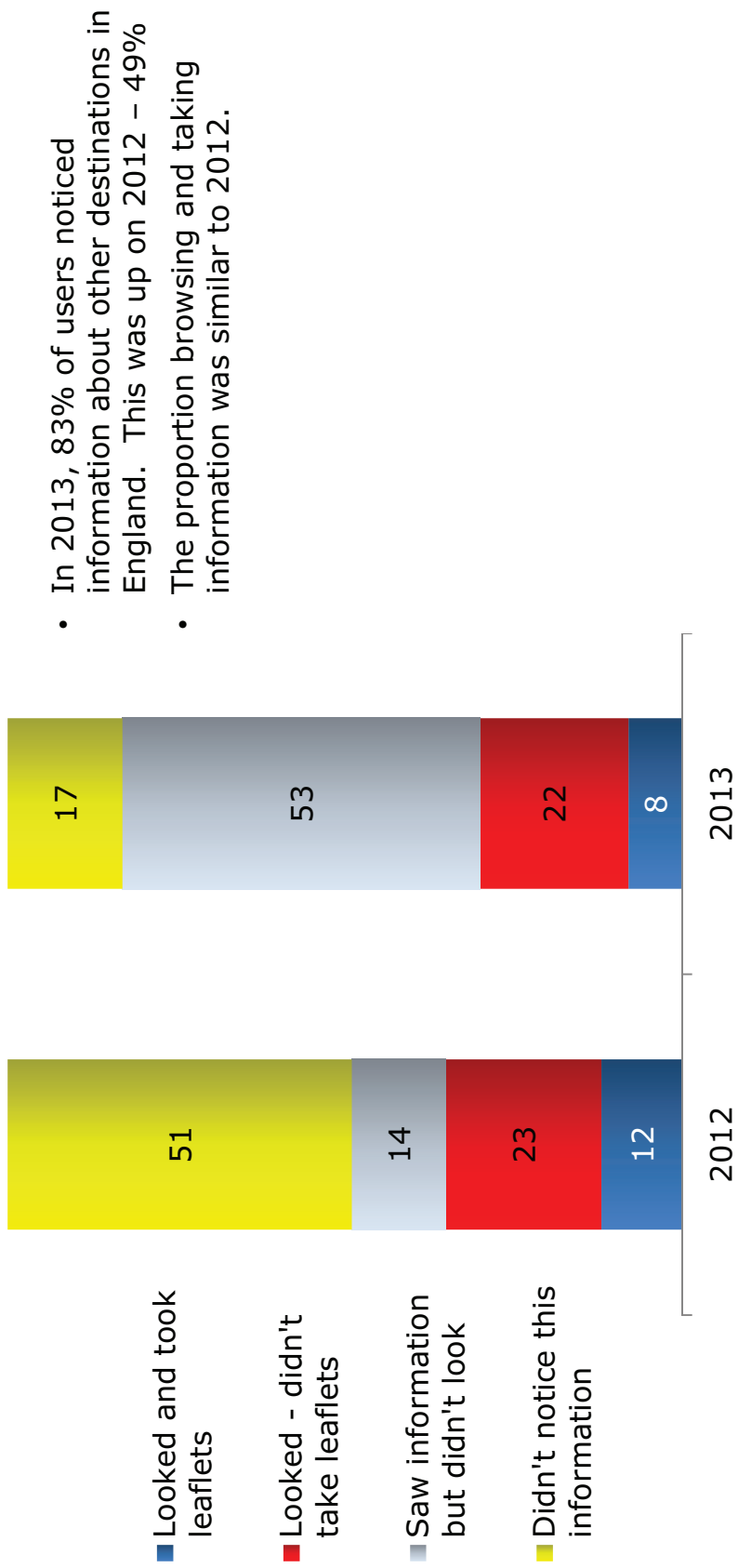
## The majority of visitors to CIC had got a map on London and information on places to visit in the City.



- Compared to previous years, visitors in 2013 were more likely to be looking for a London map, and information on places to visit in the City.
- They were less likely to be looking for places to visit elsewhere in London, and places to visit elsewhere in the UK.

Question = 'What did you do in the Information Centre today?  
 Sample: All respondents (in 2013 N=218)

# Awareness of information on the rest of England in the CIC was up significantly in 2013.

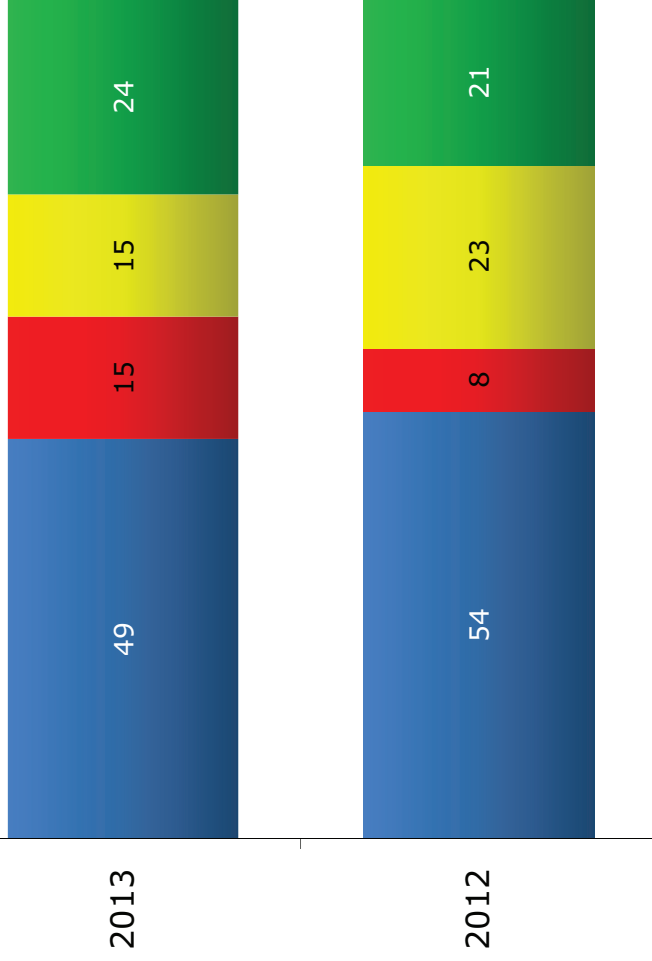


- In 2013, 83% of users noticed information about other destinations in England. This was up on 2012 – 49%
- The proportion browsing and taking information was similar to 2012.

Question = 'As well as information about London, this centre is also displaying information about other destinations in England, outside London. Did you look at this information?'  
 Sample: all respondents (in 2013 N=218)

About two fifth of users who had looked at England information were using it to help make plans for either their current trip or a future trip.

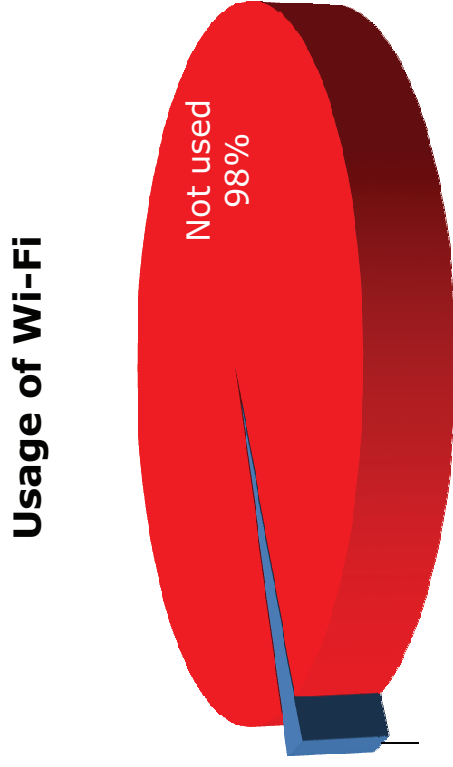
- This was similar to previous years.



- Curiosity - not expecting to go to any places shown
- To give to someone else planning a trip in England
- Help make plans for future trip
- Help make plans for current trip

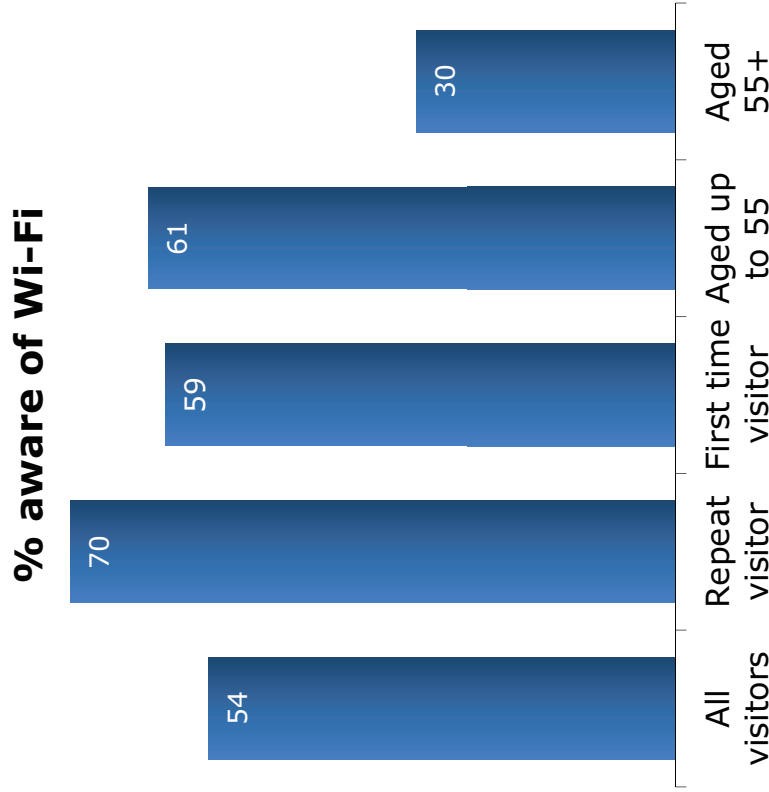
Question = 'Why did you look at the information about other destinations outside London?'  
Sample: Respondents who browsed England information (in 2013 N=66).

Just over half (54%) of CIC users were aware of the free wi-fi but usage was very low (about 2%).



Question = 'Did you use it'  
 Sample: Respondents aware of wi-fi (in 2013 N=118).

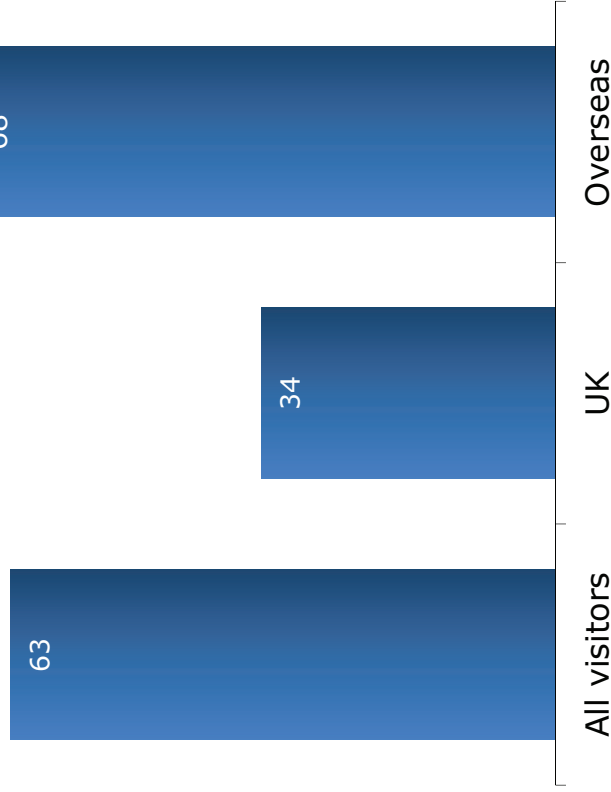
- Awareness was higher among repeat visitors and younger visitors (but lower in the over 55 age group).



Question = 'Were you aware of the free Wi-fi in the Centre?'  
 Sample: All respondents (in 2013 N=218).

The majority of CIC users (63%) had picked up the leaflet on the City Visitor Trail.

### % picking up City Visitor Trail leaflet



- Overseas visitors were twice as likely as UK visitors to pick up the City Visitor Trail leaflet.
- None of the sample of respondents had downloaded the Visitor Trail App.

Question = 'Did you pick-up the leaflet on the City Visitor Trail'

Sample: All respondents (in 2013 N=218).

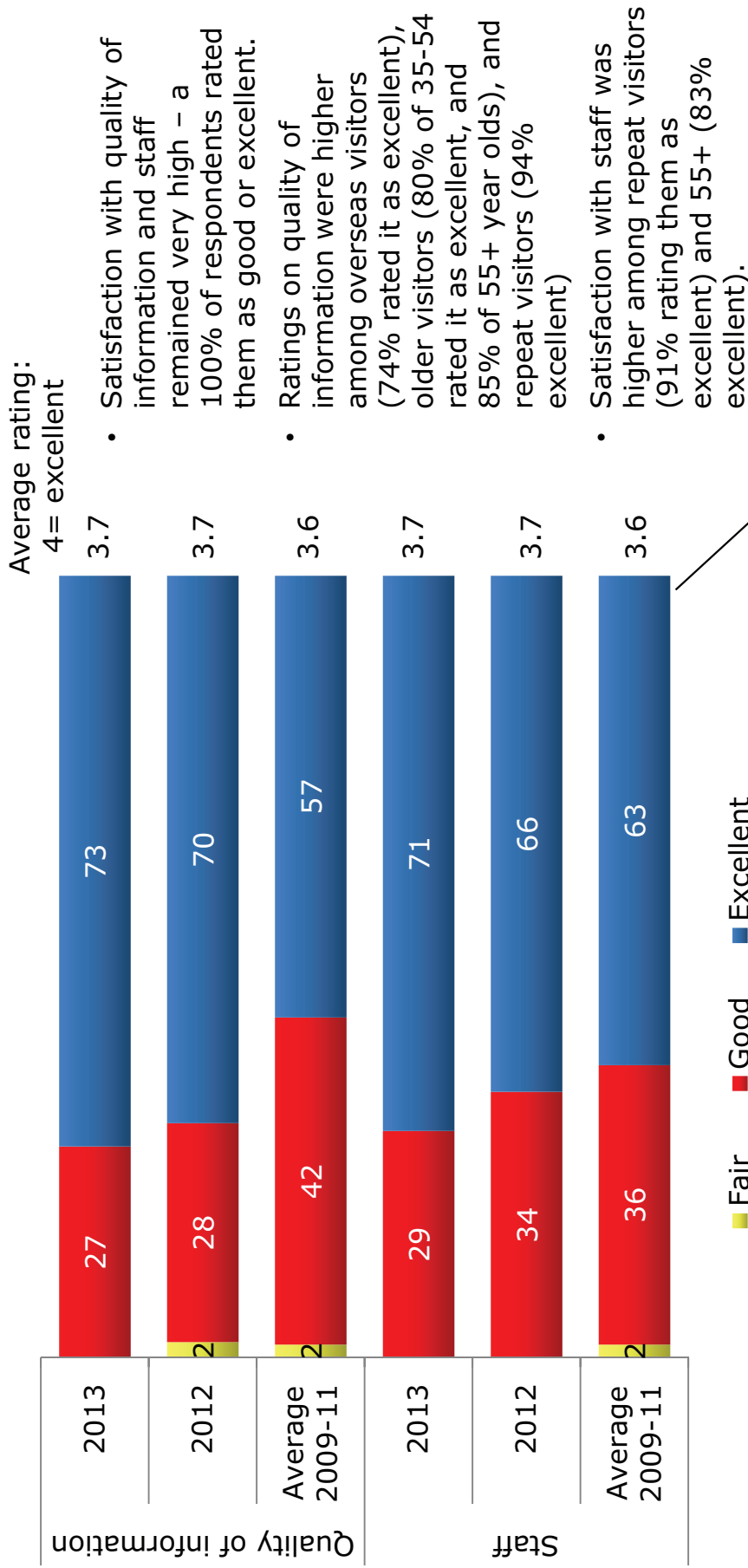


# **SATISFACTION AND POTENTIAL INFLUENCE**





# User ratings of staff and quality of information were 'excellent'

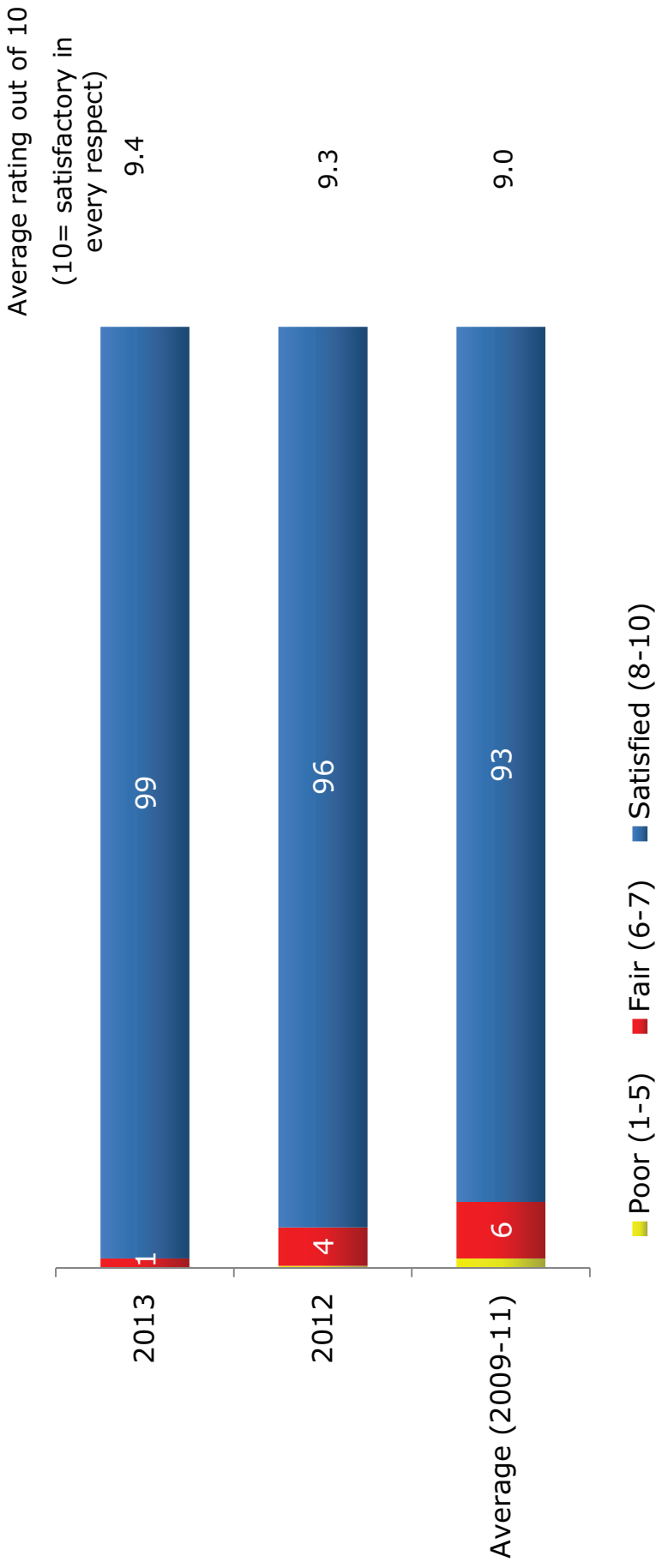


Question: How would you rate the person who served you today / quality of information at the Information Centre today?  
 Sample: % of all respondents offering an opinion (NB excludes don't knows and not applicable). Quality of information: n=215. Staff: n= 179

NB - excludes respondents that did not talk to CIC staff. In 2013, 83% of visitors talked to staff (compared to 80% in 2012).

- Satisfaction with quality of information and staff remained very high – a 100% of respondents rated them as good or excellent.
- Ratings on quality of information were higher among overseas visitors (74% rated it as excellent), older visitors (80% of 35-54 rated it as excellent, and 85% of 55+ year olds), and repeat visitors (94% excellent)
- Satisfaction with staff was higher among repeat visitors (91% rating them as excellent) and 55+ (83% excellent).

Overall satisfaction with CIC was very high – in 2013, an average of 9.4 out of 10, which was slightly higher than previous years.

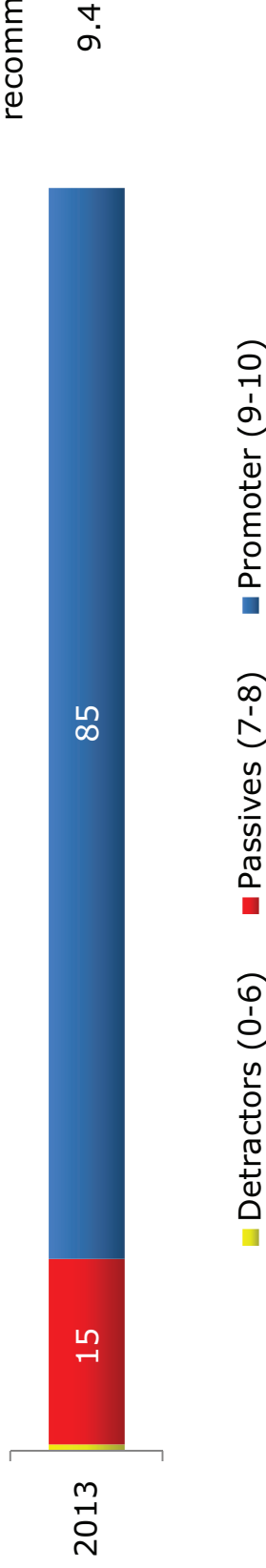


Question: How would you rate your overall experience at the Information Centre today?  
Sample: % of all respondents: In 2013 n=218

- Satisfaction was higher among repeat visitors (an average rating of 9.6), and 55+ year old visitors (9.7).

## The CIC has a Net Promoter Score (NPS) of 9.4 – 85% of visitors are promoters.

Average rating out of 10 (where 10 = extremely likely to recommend)

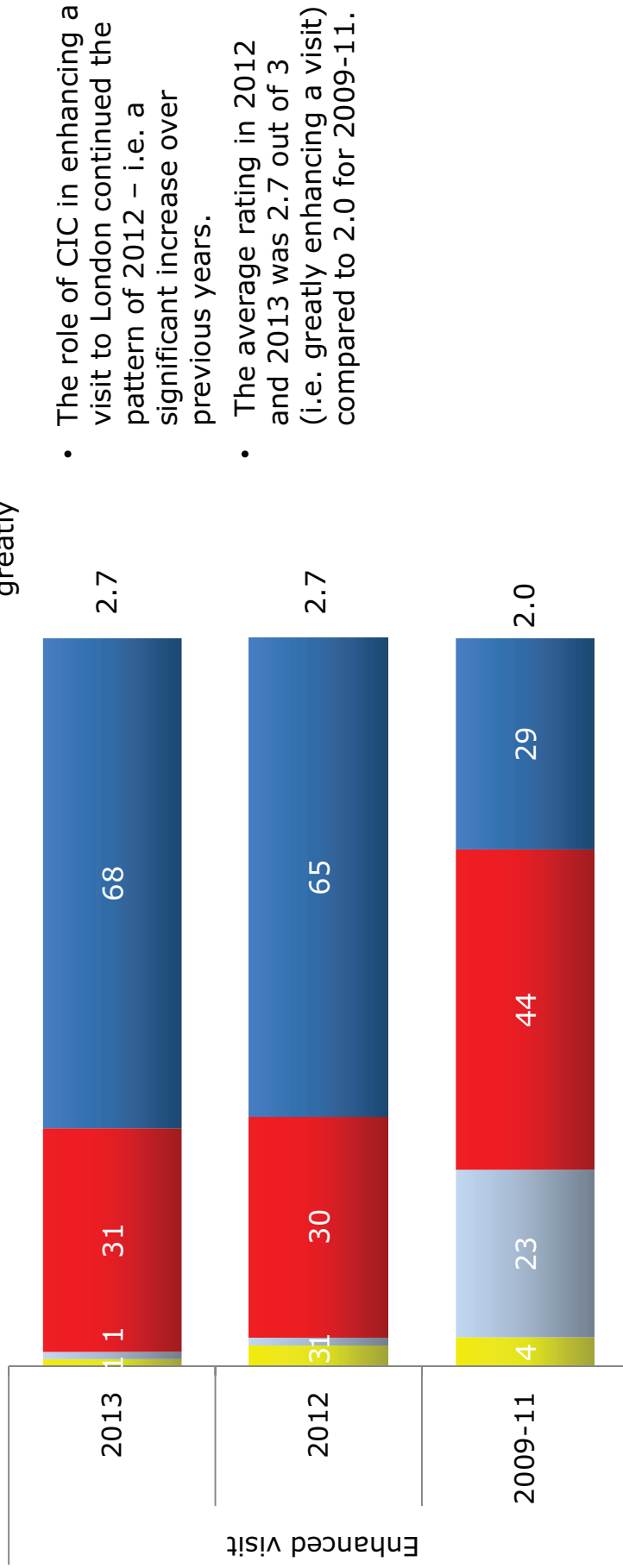


Question: How likely is it you would recommend this centre to a friend or colleague, where 0 is extremely unlikely and 10 is extremely likely?  
Sample: % of all respondents: In 2013 n=217

- The 55+ age group were the most likely to recommend the centre – an average rating of 9.7.
- NB the rating scale of this question was changed in 2013 which makes direct comparisons with previous questions difficult (previous questions had been rated on a three point scale).

# The CIC had enhanced a visitor's trip to London.

Average rating:  
1= not at all, 3= greatly

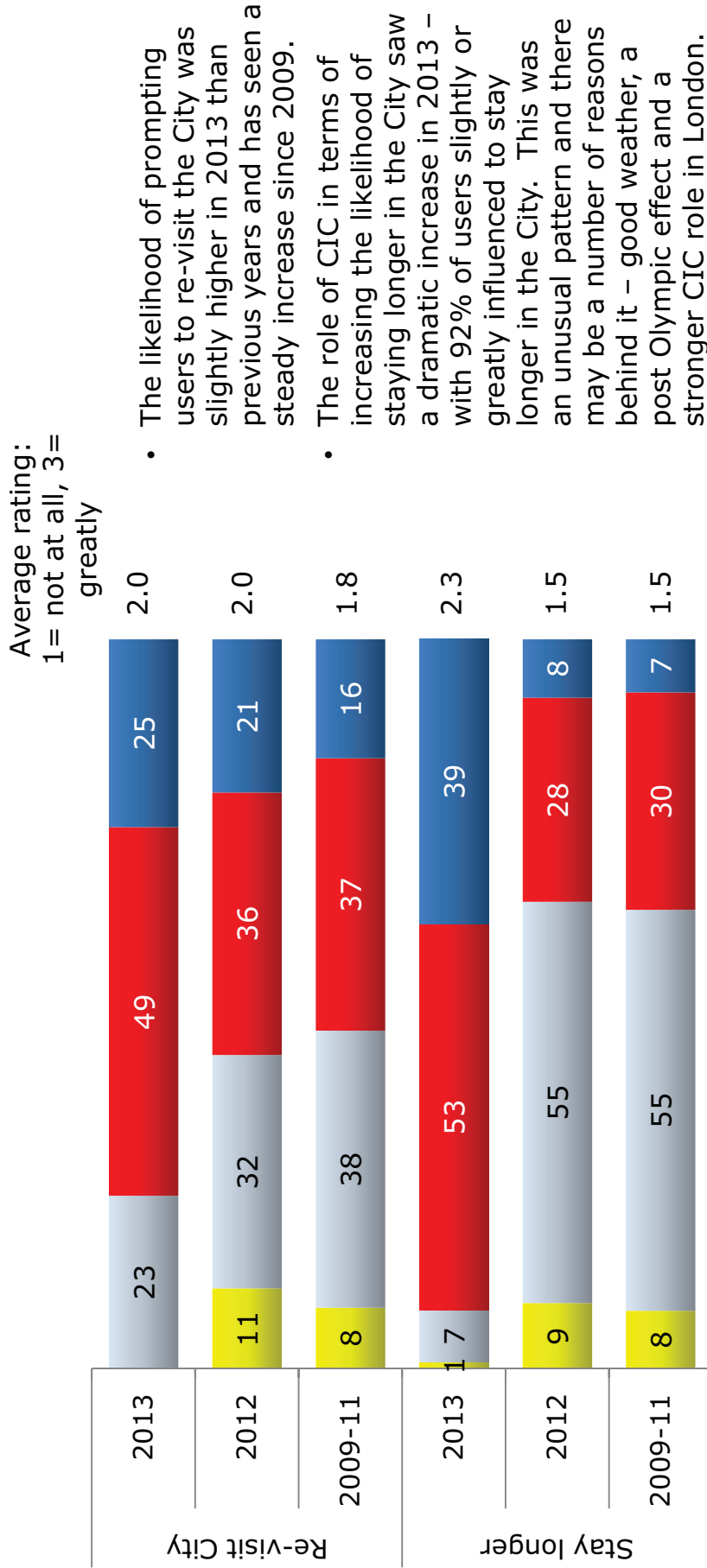


- The role of CIC in enhancing a visit to London continued the pattern of 2012 – i.e. a significant increase over previous years.
- The average rating in 2012 and 2013 was 2.7 out of 3 (i.e. greatly enhancing a visit) compared to 2.0 for 2009-11.

■ Don't know ■ Not at all ■ Slightly ■ Greatly

Question: To what extent has the information centre enhanced your visit to London?  
Sample: % of all respondents: In 2013 n=217.

# The CIC was playing a role in prompting a re-visit to the City and, in 2013, a significantly greater role in persuading visitors to stay longer.



■ Don't know ■ Not at all ■ Slightly ■ Greatly

Questions: Do you think the Information Centre visit has increased the likelihood of you....

... staying longer here in the City of London this visit ?

.....re-visiting the City of London area in the future?

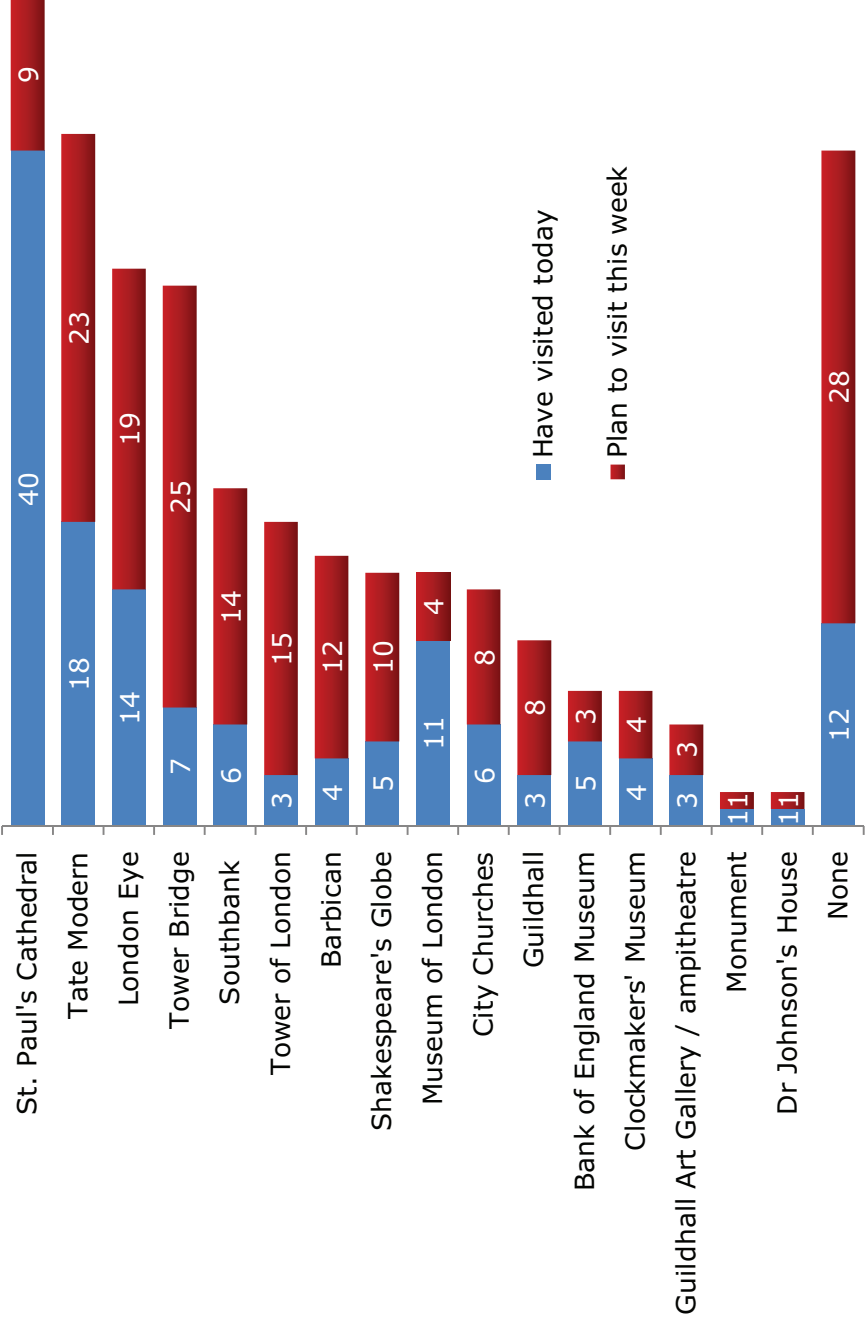
Sample:% of all respondents: In 2013 n=218



# VISITS TO ATTRACTIONS



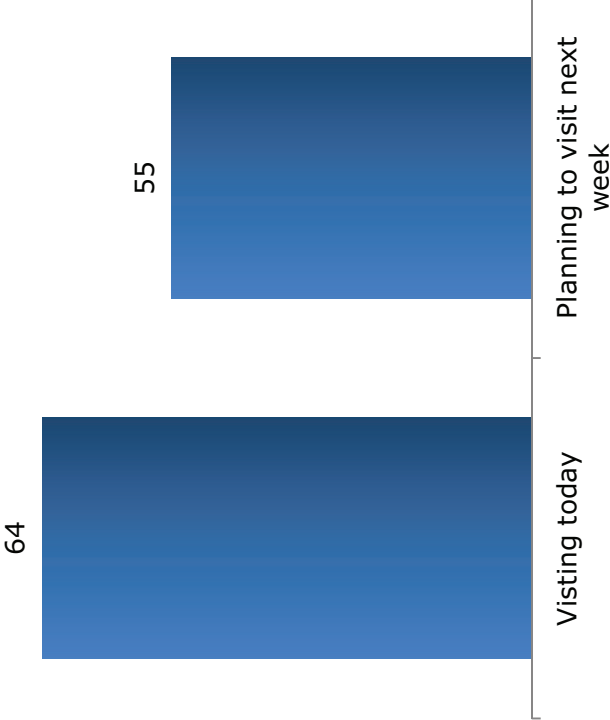
# The top places of interest were St. Paul's, the Tower of London, Tate Modern, Tower Bridge and London Eye



Question: Which of the following places of interest have you visited or plan to visit today? Or do you plan to visit over the next week?  
 Sample: % of all respondents: In 2013 n=218

# Two thirds of CIC users were visiting an attraction in the City on the day of visit (to the CIC).

**% CIC users visiting City attractions**



- The majority of CIC users (albeit a slightly lower proportion) were also planning to re-visit the City over the next week to visit an attraction.
- This was higher among overseas visitors (61%), and 55+ year olds (70%).

Analysis is based on CIC users that visited and / or planned to visit an attraction in the City (This excludes attractions like the Tate Modern, Southbank, London Eye etc).  
In 2013, n=218



<b>Committee(s):</b>	<b>Date(s):</b>
Culture, Heritage & Libraries	04 December 2013
<b>Subject:</b> Public Library Byelaws	<b>Public</b>
<b>Report of:</b> Director of Culture, Heritage and Libraries	<b>For Decision</b>
<b>Summary</b>	
<p>It is a requirement of the Public Libraries and Museums Act, 1964, that the Corporation has a set of library byelaws formally approved by the Court of Common Council, and the Department of Culture, Media &amp; Sport. The existing set of byelaws, made in 1966, is out of date and a revised set is needed</p>	
<b>Recommendation(s)</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the proposed revised set of byelaws attached to this report.</li> </ul>	

## Main Report

### Background

1. It is a requirement of the Public Libraries and Museums Act, 1964 (the legislation that governs the provision of library services by local authorities) that every such set of services shall have byelaws setting out the rules for their use, formally approved by their parent Council. In the City's case, this is the Court of Common Council. The byelaws typically adopted follow a standard formula recommended by the Department of Culture, Media and Sport, and after Court endorsement they are further approved by DCMS.

### Current Position

2. The library byelaws currently in force in the City were approved by the Court in 1966 and are in need of updating. A revised set of byelaws has been drafted, with the necessary input from the Comptroller and City Solicitor, and is attached to this report, along with the existing 1966 set.
3. Much of the wording in these rules may seem restrictive but they provide a framework against which misbehaviour can be confirmed if necessary, and give the library staff the authority they need to permit (or not) various user activities. The new set of byelaws has been updated in numerous respects where new legislation needs to be referred to, or where new equipment has been developed since 1966 (e.g. photocopiers, computers, mobile telephones). Clauses in the old rules which are no longer appropriate or necessary have been removed (e.g. the reference in clause 4 to "suffering from an offensive disease", the permission of smoking in any part of the library used as a restaurant, "a fine not exceeding £5").

## **Proposals**

4. The Committee and the Court are asked to give their formal approval to the new byelaws so that they can be submitted to DCMS. They will then be displayed in all the City libraries, as required by the Act, replacing the outdated set.

## **Conclusion**

5. The approval of the revised set of library byelaws will bring the Corporation up to date in meeting this required obligation of the 1964 Public Libraries and Museums Act.

## **Appendices**

- Appendix 1 - Proposed new set of Public Library Byelaws
- Appendix 2 - Public Library Byelaws currently in force, as approved by Court in 1966

## **David Pearson**

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# Corporation of London

## Public Library Byelaws

made under

**Section 19 of the Public Libraries and Museums Act 1964**

**by the Common Council of the City of London**

1. In these Byelaws, unless the context otherwise requires: -

**"the Act"** means the *Public Libraries and Museums Act, 1964*;

**"charge"** means any charge imposed in accordance with the Regulations;

**"child"** means a person under the age of 14 years;

**"emergency situation"** includes situations where a library or part of a library is required to be evacuated for security reasons or because of threat from fire or other hazard and practices and false alarms in relation thereto;

**"last known address"** means the last address held on the Library Authority's records;

**"Library Authority"** means the Common Council of the City of London;

**"library"** means:

- i) any premises which are occupied by the Library Authority where library facilities are made available by the authority in the course of their provision of a public library service, to members of the public, and includes
- ii) any vehicle used by the Library Authority for the purpose of providing a public library service to members of the public and in which library facilities are made available; and includes any part of such premises or vehicle,

**"librarian"** means any person appointed, employed or authorised by the Library Authority in connection with its functions under the Act;

**"library property"** means any property owned or provided by the Library Authority (whether or not made available for use by members of the public) and includes property obtained by the Library Authority for the loan to, or use of, the public including: any book, journal, pamphlet, music score, manuscript, picture, print, photograph, engraving, etching, deed, map, chart, plan, gramophone, record, film, museum object, and any other article of a like nature forming part of the contents of the library, as well as any furniture, fittings or any other contents of any library;

**"notice"** means any notice given to a person by the Library Authority whether personally, or by post or electronic format;

**"the Regulations"** means *The Library Charges (England and Wales) Regulations 1991 S.I.1991/2712*;

2. In these Byelaws:
  - a. words importing the masculine gender include the feminine, words in the singular include the plural and words in the plural include the singular;
  - b. expressions used, unless the contrary intention appears, have the meaning which they bear in the Act and/or the Regulations.
3. An act performed in connection with the proper execution of his duty by a librarian shall not be a contravention of these Byelaws.
4. No person shall give a false name or address for the purpose of entering the library or for the purpose of using any library facility.
5. No person who in the reasonable opinion of a librarian is offensively unclean in person and/or clothing shall remain in the library after having been asked by a librarian to leave the library.
6. Except with the consent of a librarian, no person shall:
  - a. cause or allow any dog (other than a working dog accompanying a disabled person or under training for the same) or other animal belonging to him or under his control to enter or remain in the library;
  - b. bring into any part of the library a wheeled vehicle or conveyance other than a wheelchair, pram, pushchair or shopping trolley;
  - c. enter or remain on any part of the library which, a reasonable person would or should know, is prohibited to the public; or
  - d. remain in the library after the time fixed for its closing.
7. No person shall, unless specifically permitted by a librarian, take or attempt to take any library property from the library or past a check-out or security point.
8. All personal possessions may be subject to opening and inspection and users must present their bag, papers and/or other possessions for inspection if requested to do so by a librarian.
9. No person shall remain in the library after an emergency situation has been made known to him.
10. No person shall, unless specifically permitted by a librarian, make a tracing, take any photograph of or film, or save where permitted, any photocopy of any or any portion of library property.

11. No person shall, without lawful excuse, destroy damage deface soil or injure any library property, whether doing so intentionally or being reckless as to such destruction or damage etc.
12. No person shall behave in a disorderly manner in the library, use violent, abusive or obscene language therein, or intentionally or recklessly cause or do anything likely to cause injury to any other person or property.
13. No person shall lie on any furniture or fittings or any part of the library, or sleep in the library after having been requested not to do so by a librarian.
14. No person shall remain in a library without making proper use of the library's facilities after having been requested, by a librarian, to make such proper use of the facilities.
15. No person shall engage in persistent audible conversation in any part of the library (and particularly in any part of a library set apart as a reference department, study area, or for reading) or where such conversation is prohibited by notice, or after having been requested not to do so by a librarian.
16. No person shall intentionally or recklessly obstruct any librarian in the execution of his duty or intentionally or recklessly disturb, obstruct, interrupt, abuse or annoy any other person properly using the library.
17. No person shall without the consent of a librarian, intentionally, display, distribute, or leave any bill, placard, notice or other document in the library.
18. No person shall, without the consent of a librarian, offer anything for sale in the library or canvass or seek signatures for petitions.
19. No person having supervision or responsibility for a child shall without the consent of a librarian leave him unsupervised in the library.
20. No person shall smoke, light a match or use a cigarette lighter in the library (other than in an area, if any such area is so designated, where smoking is permitted).
21. No person shall inhale any toxic substance for the purpose of causing intoxication or take any controlled drug as defined by Schedule 2 of the *Misuse of Drugs Act 1971* in any part of the library, other than drugs dispensed for and pursuant to a prescription issued for him by a doctor under and in accordance with the aforesaid Act.
22. No person shall, except with the consent of a librarian, partake of refreshment in the library, except in any part thereof which is for the time being used as a restaurant or in which, when it is being used for an educational, cultural or other event under section 20 of the Act, the Library Authority allows refreshments.
23. No person shall, except with the consent of a librarian, cause or allow any mobile telephone, portable computer, or other electrical equipment, or

apparatus for the reception of sound broadcasting or for the reproduction of sound, to be operated in any part of the library.

24. No person who:

- a) borrows library property which is returned late or, if returned, would be returned late, or
- b) fails to pay any charge

shall, unless with the specific consent of a librarian, borrow any other library property.

25. Any person who has borrowed library property which, if returned, would be returned late and who has been served with a notice by the Library Authority demanding return of the library property:

- a. shall return the library property to the library from which it was borrowed within 14 days from the date the notice was served;
- b. for the purposes of this Byelaw, a notice may be served upon any person by delivering it to him personally, or by leaving it at his last known address, or by sending it by post addressed to him at that address.

26. Any person who contravenes any of these Byelaws shall be liable to prosecution by the Library Authority, and shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale in respect of each offence. In any case involving breach of byelaws 10 or 20, a prosecution may be brought under the *Criminal Damage Act 1971* or the *Misuse of Drugs Act 1971* respectively.

27. A librarian may exclude or remove any person who contravenes any of the foregoing Byelaws from any library maintained by the Library Authority under the Act.

28. On the coming into operation of these Byelaws, the Byelaws relating to libraries which were made by the Mayor and Commonalty and Citizens of the City of London acting by the Mayor, Aldermen and Commons in the Common Council assembled on the 21<sup>st</sup> day of July 1966 and confirmed by the Secretary of State for Education on the 7<sup>th</sup> day of October 1966 shall be revoked.

The Common Seal of [ ] was hereunto affixed in the presence of [ ].

The foregoing Byelaws are confirmed on behalf of the Secretary of State for Culture, Media and Sport by the Deputy Director, Culture Directorate, Department for Culture, Media and Sport and shall come into force on [ ].

[Signature]  
[Print Name]

[Date]

Deputy Director, Culture Directorate  
Department for Culture, Media and Sport

[The date of coming into force is one month after date of signature].

[This note is not part of the byelaws].

Users of the library and library facilities are reminded that the provisions of the general law apply at all times. In particular as regards the activities referred to in byelaws 10 and 20 the Library Authority draws attention to the existence of the *Criminal Damage Act 1971* and the *Misuse of Drugs Act 1971*.]

People who intend to make copies of works are advised that they may only do so in accordance with the provisions of the *Copyright Designs and Patents Act 1988* and are liable to prosecution under that Act if they fail to observe its provisions.

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## **CORPORATION OF LONDON**

**BYELAWS made under Section 19 of the Public Libraries and Museums Act, 1964  
by the Common Council of the City of London.**

1. In these Byelaws, unless the context otherwise requires:-
  - (a) “the Act” means the Public Libraries and Museums Act, 1964;
  - (b) “the Library Authority” means the Common Council of the City of London.
  - (c) “library” means any library museum and art gallery for the time being maintained by the Library Authority for the purposes of its functions under the Act and includes a vehicle when being used for those purposes;
  - (d) “the Librarian” means the person appointed as such by the Library Authority or, in his absence, any other person authorised by the Library Authority to act on his behalf;
  - (e) “library officer” means the Librarian or any other person employed by the Library Authority for the purposes of its functions under the Act;
  - (f) “book” includes any and every book, journal, pamphlet, music score, manuscript, picture, print, photograph, engraving, etching, deed, map, chart, plan, gramophone, record, film, museum object, and any other article of a like nature forming part of the contents of the Library or lent to any person by or on behalf of the Library Authority.
2. An act necessary for the proper execution of his duty by a library officer shall not be deemed to be a contravention of these Byelaws.
3. A person shall not give a false name or address for the purpose of entering any part of the library or for the purpose of using any facilities provided in connection therewith.
4. A person who is offensively unclean in person or in dress, or who is suffering from an offensive disease, shall not entered or use the library.
5. Except with the consent of a library officer, a person shall not
  - (a) cause or allow any dog (other than a guide-dog accompanying a blind person) or other animal belonging to him or under his control to enter or remain in the library or
  - (b) bring into any part of the library a wheeled vehicle or conveyance (other than an invalid chair).

6. A person shall not, after proper warning by a library officer, remain in the library after the time fixed for its closing.
7. A person shall not, unless duly authorised, take any book from the library.
8. A person shall not, carelessly or negligently soil, tear, cut, deface, damage, injure, or destroy any book or the furniture, fittings or other contents of the library.
9. Except with the consent of a library officer, a person shall not make a tracing of any portion of a book.
10. A person who-
  - (a) after the end of a period for which it was lent has the charge or possession of a book borrowed from the library or from anybody or person acting on behalf of the Library Authority, and
  - (b) after having been requested in writing by the Library Authority to deliver it up to that Authority, has failed to do so within a period of fourteen days after the date of the request, and
  - (c) has not paid to the Library Authority in respect thereof an agreed sum by way of compensationshall not, except with the consent of the Librarian, borrow any further book from the library.
11. A person from whom any sum is due to the Library Authority by reason of a charge made under Section 8 (2) of the Act in respect of failure to return a book before the end of the period for which it was lent shall not, except with the consent of the Librarian, borrow any book from the library after having been notified in writing by the Library Authority of the amount due.
12. (i) A person having the charge or possession of any book which the Library Authority is entitled to have returned to it shall deliver it up to the Librarian within fourteen days of the service upon him by the Authority of a notice requiring him so to do.  
(ii) For the purposes of this Byelaw, a notice may be served upon any person by delivering it to him, or by leaving it at his usual or last known place of residence, or by sending it by registered post or recorded delivery service addressed to him at that place.
13. A person shall not behave in a disorderly manner in the library or use violent, abusive or obscene language therein.
14. A person shall not spit in the library.
15. A person shall not, after a warning by a library officer, persist in sleeping in the library.
16. A person shall not engage in audible conversation in any part of the library set apart as a reference department or for reading after having been re-quested not to do so by a library officer.

17. A person shall not wilfully obstruct any library officer in the execution of his duty or wilfully disturb, obstruct, interrupt or annoy any other person in the proper use of the library.
18. A person shall not display, distribute, affix or post any bill, placard or notice in, to or upon any part of the library.
19. A person shall not, without the consent of the Librarian, offer anything for sale in the library.
20. A person shall not lie on the furniture or fittings of the library or on the floor thereon.
21. A person shall not smoke or strike a light in any part of the library set apart for the use of the public, except in any part thereof which is for the time being used as a restaurant or in which, when it is being used for an educational, cultural or other event under section 20 of the Act, the Library Authority allows smoking.
22. A person shall not, except with the consent of a library officer, partake of refreshment in the library, except in any part thereof which is for the time being used as a restaurant or in which, when it is being used for an educational, cultural or other event under section 20 of the Act, the Library Authority allows the partaking of refreshments.
23. Except with the consent of the Librarian, a person shall not cause or allow any apparatus for the reception of sound broadcasting or for the reproduction of sound to be operated in any part of the library set apart for the use of the public.
24. Every person who shall offend against any of the foregoing Byelaws (other than Byelaws 10 and 11) shall be liable on summary conviction to a fine not exceeding the sum of £5.
25. Every person who, within the view of a library officer, contravenes any of the foregoing Byelaws may be excluded or removed from the library by such officer if:-
  - (a) his name and address are unknown to and cannot readily be ascertained by the Officer; or
  - (b) from the nature of the contravention or from any other fact of which the officer may have knowledge or be credibly informed there is a reasonable ground for belief that his continuance in the library may result in another contravention of the Byelaws or that his exclusion or removal from the library is otherwise necessary for the proper use and regulation thereof.
26. On the coming into operation of these Byelaws, the Byelaws relating to libraries which were made by the Mayor and Commonalty and Citizens of the City of London acting by the Mayor, Aldermen and Commons of the said City in the Common Council assembled on the 23rd day of June 1955 and were confirmed by the Minister of Education on the 26th day of August, 1955 shall be revoked.

Examined.

(Signed) **DESMOND HEAP**  
*Comptroller and City Solicitor.*



The Common Seal of the Mayor and Commonalty and Citizens of the City of London was affixed to these Byelaws at a duly constituted Meeting of the Court of Common Council held on the 21<sup>st</sup> day of July, 1966, and in my presence.

(Signed) **E. H. NICHOLS,**  
*Town Clerk.*

Confirmed under the Official Seal  
of the Secretary of State for  
Education and Science  
on 7<sup>th</sup> October, 1966

**L.S.**

(Signed) **MERVYN LONGHURST**  
Authorised under Section 1  
of the Education Act, 1944

# Agenda Item 15

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

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# Agenda Item 15a

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of the Local Government Act 1972.

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# Agenda Item 16

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of the Local Government Act 1972.

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# Agenda Item 17

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of the Local Government Act 1972.

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# Agenda Item 18

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of the Local Government Act 1972.

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# Agenda Item 19

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

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