



Culture, Heritage and Libraries Committee

Date: MONDAY, 10 JULY 2017
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes of the meeting held on 30 May 2017.

For Decision
(Pages 1 - 8)
4. **MINUTES OF THE BENEFICES SUB COMMITTEE**
To receive the draft minutes of the meeting held on 1st June 2017.

For Information
(Pages 9 - 10)
5. **FINANCIAL OUTTURN 2016/17**
Joint report of the Chamberlain, the Assistant Town Clerk and Cultural Hub Director, the Director of Open Spaces and the Director of Community and Children's Services.

For Information
(Pages 11 - 22)
6. **CULTURAL HUB PUBLIC REALM TEMPORARY ARTISTIC PROJECTS: LOOK AND FEEL 'QUICK WINS' PHASE 1**
Report of the Director of the Built Environment.

For Information
(Pages 23 - 50)
7. **CITY ARTS INITIATIVE RECOMMENDATIONS**
Report of the Assistant Town Clerk/Cultural Hub Director.

For Decision
(Pages 51 - 54)
8. **STANDALONE WEBSITE POLICY**
Report of the Director of Communications.

For Information
(Pages 55 - 58)

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

For Information

10. **REVIEW OF THE CITY OF LONDON CORPORATION POCKET BOOK**
Report of the Town Clerk.

For Decision
(Pages 59 - 64)

11. **UPDATE ON RECENT EXHIBITIONS:**

- A) **GUILDHALL ART GALLERY**
A presentation of the Head of Guildhall Art Gallery & London's Roman Amphitheatre.

For Information

- B) **UPDATE ON 950 YEARS OF LONDON'S ARCHIVES - A PROGRAMME OF EVENTS FOR 2017**
A presentation of the Director of London Metropolitan Archives.

For Information

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 OF THE BENEFICES SUB COMMITTEE**
To receive the draft non-public minutes of the meeting held on 1st June 2017.

For Information
(Pages 65 - 66)

16. **TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - GATEWAY 3/4 - OPTIONS APPRAISAL**
Report of the Director of Open Spaces.
- For Information**
(Pages 67 - 96)
17. **TOWER BRIDGE AND MONUMENT PERFORMANCE REPORT APRIL 2016 TO MARCH 2017**
Report of the Director of Open Spaces.
- For Information**
(Pages 97 - 106)
18. **PERMITTING FILMING & PHOTOGRAPHY FOR ADVERTISING PURPOSES ON TOWER BRIDGE**
Report of the Director of Open Spaces.
- For Decision**
(Pages 107 - 110)
19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - confidential

21. **CONFIDENTIAL MINUTES**
To approve the confidential minutes of the meeting held on 30 May 2017.

For Decision

CULTURE, HERITAGE AND LIBRARIES COMMITTEE

Tuesday, 30 May 2017

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday,
30 May 2017 at 11.00 am

Present

Members:

Deputy John Absalom	Deputy Tom Hoffman
Munsur Ali	Ann Holmes
Alexander Barr	Deputy Jamie Ingham Clark
Deputy John Bennett	Vivienne Littlechild
Peter Bennett	Jeremy Mayhew
Deputy David Bradshaw	Wendy Mead (Chief Commoner)
Tijs Broeke	Sylvia Moys
Deputy Michael Cassidy	Barbara Newman
Anne Fairweather	Graham Packham
Alderman John Garbutt	Judith Pleasance
Alderman Sir Roger Gifford (in the Chair)	Deputy Richard Regan
Caroline Haines	Deputy Dr Giles Shilson
Deputy the Revd Stephen Haines	Jeremy Simons
Graeme Harrower	

In Attendance

Officers:

Peter Lisley	-	Assistant Town Clerk/Cultural Hub Director
Nick Bodger	-	Town Clerk's
Geoff Pick	-	Town Clerk's
Elizabeth Scott	-	Town Clerk's
Julie Mayer	-	Town Clerk's
Neil Davies	-	Town Clerk's-
Andrew Buckingham	-	Town Clerk's (Media Team)
Colin Buttery	-	Director of Open Spaces
Christopher Earlie	-	Department of Open Spaces
Esther Sumner	-	Department Open Spaces
Lorraine Burke	-	Community and Children's Services
Carol Boswarthack	-	Community and Children's Services
Karen McHugh	-	Comptroller and City Solicitors

1. APOLOGIES

Apologies were received from Thomas Clementi, Deputy Kevin Everett, Stuart Fraser, Prem Goyal, Deputy Wendy Hyde, Andrew Mayer and Mark Wheatley.

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

There were no declarations.

3. **ORDER OF THE COURT**

Members received the Order of the Court of Common Council dated 27 April 2017, which appointed the Committee and set its Terms of Reference. Members noted that, since the April Court, Keith Bottomley had resigned from the Committee and Wendy Hyde had been appointed.

4. **ELECTION OF CHAIRMAN**

Being the only Member willing to serve, in accordance with Standing Order 29, Graham Packham was elected as Chairman for 2017/18.

5. **ELECTION OF DEPUTY CHAIRMAN**

In accordance with Standing Order 30, the immediate past Chairman, Vivienne Littlechild exercised her right to be Deputy Chairman for 2017/18.

Vote of Thanks

It was proposed by Alderman Roger Gifford, seconded by Jeremy Mayhew and **RESOLVED UNANIMOUSLY**, that -

Members of the Culture, Heritage and Libraries Committee wish to place on record their sincere appreciation to:

VIVIENNE LITTLECHILD

for the enthusiastic, considerate and tenacious manner in which she has chaired their Committee since 2014.

UNDER VIVIENNE'S CHAIRMANSHIP, TOURISM has continued to thrive. In particular, Vivienne's Chairmanship has overseen the construction of the highly popular glass walkway at Tower Bridge, a new improved gift shop; which benefits the City Bridge Trust and the introduction of a new, highly respected education facility. The City Information Centre has been at the forefront of City tourism; its reputation evidenced by a recent delegation from Japan.

IN ORDER TO COMMEMORATE the Great Fire of London, the Corporation (under Vivienne's Chairmanship of the Culture, Heritage and Libraries Committee), sponsored a series of memorable public events during the 350th anniversary weekend in September 2016. Likewise, the much acclaimed 'Shakespeare Woz Ere' programme, also in 2016, marked the 400th anniversary of Shakespeare's death. As 2017 is the 950th Anniversary of the "William Charter", this too will be marked through a series of events led from the London Metropolitan Archives.

WORKING IN PARTNERSHIP with the City of London Police, a new Police Museum opened in 2016, as part of the Guildhall Library complex (where the Clockmakers' Museum used to be), supported by a grant from the Heritage Lottery Fund.

DIGITAL TRANSFORMATION has been at the forefront of the work of the Committee and a significant programme of work around the London Metropolitan Archives is under way, as well as enhancements to on-line ticketing and web sites.

LOOKING TO THE FUTURE, Vivienne's legacy will include a series of cultural events to enliven the Square Mile and her Chairmanship saw the inception and growing momentum of the redevelopment of the north-west of the City as a 'Cultural Hub'.

FINALLY, the Committee wishes to place on record its recognition of Vivienne's commitment to education, evidenced by her tenacity in supporting, promoting and protecting libraries in the City. Vivienne is also very committed to ensuring that children in the surrounding boroughs have greater access to the City's various cultural experiences; including visits to the Barbican Centre and interaction with 'Sculpture in the City' artists. Her colleagues would like to convey their sincere gratitude and best wishes for the future.

6. **MINUTES**

The public minutes and non-public summary of the meeting held on 6 February 2017 were approved.

Matters arising

Members noted that the unpleasant odour from the lavatories at Artizan Street Library had been resolved but the building and maintenance would continue to be monitored.

7. **MINUTES OF THE BENEFICES SUB COMMITTEE**

The public minutes and non-public summary of the meeting held on 27 February 2017 were received.

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

The public minutes of the meeting held on 4 May 2017 were received.

9. **APPOINTMENT OF SUB COMMITTEE CHAIRMEN**

Members received a report and resolution of the Policy and Resources Committee in respect of the process for appointing sub committee chairmen.

RESOLVED – that the report be noted.

10. **APPOINTMENT OF SUB COMMITTEES**

Members received report of the Town Clerk which sought to appoint Members to the Keats House Consultative Committee and Benefices Sub Committee.

RESOLVED - that the Terms of Reference of the sub committees be approved and the composition as follows:-

Keats House Consultation Committee

Chairman and Deputy Chairman of the Grand Committee (as ex-officio)

Mr Jeremy Simons

(subsequent to the meeting, Mr Graeme Harrower declared an interest in serving on the Sub Committee and was duly appointed)

Benefices Sub Committee (*appointed from the Court of Common Council by the Culture, Heritage and Libraries Committee*).

Chairman and Deputy Chairman of the Grand Committee (as ex-officio)

Ann Holmes

Alderman Gregory Jones

Tom Hoffman

Lord Mountevans

Andrew McMurtrie

James De Sausmarez

Jamie Ingham Clark

11. **DEPARTMENTAL BUSINESS PLANS 2017/18**

Members considered a report of the Town Clerk in respect of departmental business plans for 2017/18. Members noted that the format of the business plans was evolving to enable Members to receive shorter, high level reports, with the opportunity to drill down into more detail if required. For example, the Culture, Heritage and Libraries Committee would just receive those parts of the business plans which fell within the Committee's remit. Officers advised that risk registers would still be presented in separate reports as they were live documents; business plans were more static.

In response to questions about the Cultural Hub, Members were reminded that oversight was through a working party of the Policy and Resources Committee, which was the decision-making body.

RESOLVED, that :

1. The high-level and detailed departmental business plans from:
 - a. Town Clerk's Department – Cultural Services; and
 - b. Department of Open Spaces, be approved.
2. The high-level business plan from the Department of Community and Children's Services - Barbican & Community Libraries be approved.
3. The draft Corporate Plan for 2018-23 be noted.

12. **TOWER BRIDGE, MONUMENT AND KEATS HOUSE RISK MANAGEMENT**

Members considered a report of the Director of Open Spaces in respect of Tower Bridge, Monument and Keats House Risk Management. Members noted an amendment to the printed report, which should have included reference to the Tower Bridge element of the Bridge House Estates (1035628), after the reference to the Keats House Charity.

Officers advised that the recent reorganisation of the former Department of Culture Heritage and Libraries, across three departments, had consolidated parts of the risk register and therefore this report presented a snapshot. There would be further updates as risks met their targets and were removed from the

register. Members would receive a revised version at the July Meeting of the Culture, Heritage and Libraries Committee.

RESOLVED, that –

1. The Tower Bridge and Monument Risk Register be approved.
2. The Keats House Risk Register be approved.

13. **REFURBISHMENT OF TOWER BRIDGE ENGINE ROOMS INTERNAL RECEPTION AND GIFT SHOP: GATEWAY 7 - OUTCOME REPORT**

Members considered a report of the Director of Open Spaces in respect of the Refurbishment of Tower Bridge Engine Rooms and the Internal Reception and Gift Shop. Members noted that the reports had been approved by the Projects Sub and Planning and Transportation Committees earlier in the month.

RESOLVED - that the project be closed.

14. **LONDON METROPOLITAN ARCHIVES: PRODUCTION OF ICONIC ARCHIVES**

The Committee considered a report of the Town Clerk in respect of production of iconic archives at the LMA.

RESOLVED, that – the production of the City’s Archival treasures, particularly Magna Carta, be restricted primarily to high profile City led events such as State Banquets and VIP visits to Guildhall on core City business.

15. **CITY OF LONDON POLICE MUSEUM - GATEWAY 7 - OUTCOME REPORT**

Members considered a report of the Assistant Town Clerk and Cultural Hub Director in respect of the City of London Police Museum. Members noted that the Police Museum was promoted with other Guildhall attractions. Officers agreed to respond to a query about the guide book after the meeting.

RESOLVED, that – the lessons learnt be noted and the project be closed.

16. **REVIEW OF NON-ADMISSION CHARGES AT GUILDHALL ART GALLERY**

Members considered a report of the Assistant Town Clerk/Cultural Hub Property Director in respect of a review of non-admission charges at Guildhall Art Gallery. In response to queries about tours, Members noted that the Gallery would accommodate groups of up to 10 and a behind the scenes tour was planned for October. Officers advised that they were in discussion with agencies in respect of high end tours.

RESOLVED, that:

1. The increase of 5% for the majority of the Guildhall Art Gallery Services be approved (*except behind the scenes tours, for which a 100% increase was proposed*).

2. The hire rates for the Heritage Study Room at £40.00 per hour, or £250.00 for a full day, be approved. (*The room not being let previously*).
3. The 25% discount on hire fees for the Heritage Study Room for City of London Corporation Departments and Members be approved.

17. **CITY OF LONDON CORPORATION SUPPORT OF LONDON BOROUGH OF CULTURE**

Members considered a report of the Assistant Town Clerk/Cultural Hub Director in respect of the City of London Corporation's Support of the London Borough of Culture. Members noted that there would be more certainty once the names of the winning boroughs were known.

RESOLVED, that – the report be noted.

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

Members considered a report of the Assistant Town Clerk/Cultural Hub Director in respect of two recommendations from the City Arts Initiative.

RESOLVED, that –

The following recommendations of the City Arts Initiative be approved:

- a. Sculpture in the City: Members noted the final list of sculptures following the Committee's approval of the shortlist in February 2017, understanding that final installation would be subject to logistics and availability;
- b. House of Sound: the installation of 'Mythophones' as part of a sonic trail in the week 11-17 September across five locations in and around the Cheapside area, and of the soundscape speakers in the Guildhall Yard for the 'Open House' Weekend (16/17 September).

19. **DECISION TAKEN UNDER DELEGATED AUTHORITY/ URGENCY PROCEDURES SINCE THE LAST MEETING OF THE COMMITTEE**

Members noted a report of the Town Clerk in respect of two decisions taken under Urgency since the last meeting of the Committee:

- City Arts Initiative – '*Aldgate in Camera*' and '*Arches*'
- Cultural Hub Public Realm Temporary Projects 2017 – '*Quick Wins*'

RESOLVED - that the above decisions taken under Urgency Procedures be noted.

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

One of the new Members representing Portsoken Ward asked about forthcoming plans for diverse cultural events and officers and Members responded as follows:

- The Director of the LMA advised that the recent restructure had presented more opportunities to work with other departments on outreach programmes and offered a presentation to Members at a future meeting.
- The Head of Visitor Services had met with the Member for Portsoken to discuss how residents might be inspired to venture further.
- The ‘*No Colour Bar*’ exhibition last year had been very culturally diverse.
- The report later on the agenda in respect of the replacement for the City of London Festival sought to widen audiences by appealing to young people as well as diverse communities. Officers were open to further suggestions from Members.
- The Barbican Centre offered a very diverse cultural programme.
- The Barbican and Community Libraries offered children’s books in dual text, which could be read with children in other languages. The libraries had also hosted events celebrating Bangladesh Art and Culture and staged a Jewish exhibition.

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

Members noted that the recent ‘*Echoes across the Century*’ event had been very well attended by Members, officers and the public.

22. **EXCLUSION OF THE PUBLIC**

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

Item No.
23-31

Paragraph No.
3

23. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 6 February 2017 were approved.

24. **NON-PUBLIC MINUTES FROM THE BENEFICES SUB COMMITTEE**

The non-public minutes of the meeting held on 27 February 2017 were received.

25. **SUCCESSOR EVENT TO THE CITY OF LONDON FESTIVAL - PROGRESS REPORT**

Members received a report of the Assistant Town Clerk/Cultural Hub Director in respect of the successor event to the City of London Festival. Members were asked to note the Londinium event on 27 July and invitations would follow shortly. A Member suggested that Members might want to visit London Mithraeum, once it was completed.

RESOLVED, that – the report be noted.

26. **WAIVER REQUEST**

Members received a report of the Assistant Town Clerk/Cultural Hub Director in respect of a waiver which had been approved by the Chamberlain, under urgency, on 30 March 2017.

RESOLVED, that – the report be noted.

27. **CITY MATTERS NEWSPAPER - ADDITIONAL ADVERTISING**

Members received a report of the Director of Communications in respect of additional advertising in the City Matters Newspaper, which had been approved by the Policy and Resources Committee on 4 May 2017.

RESOLVED, that – the report be noted.

28. **TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - ISSUE REPORT**

Members received a report of the Director of Open Spaces in respect of the replacement of the heating system serving the high level walkways and towers, which had been approved by the Projects Sub Committee, under Urgency.

RESOLVED, that – the report be noted.

29. **DECISION TAKEN UNDER DELEGATED AUTHORITY/ URGENCY PROCEDURES THE LAST MEETING OF THE COMMITTEE**

Members received a report of the Town Clerk in respect of a decision taken under delegated authority since the last meeting of the Committee.

RESOLVED, that – the report be noted.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 13.00.

Chairman

Contact Officer: Julie Mayer
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julie.mayer@cityoflondon.gov.uk

BENEFICES SUB (CULTURE, HERITAGE & LIBRARIES) COMMITTEE

Thursday, 1 June 2017

Minutes of the meeting of the Benefices Sub (Culture, Heritage & Libraries) Committee held at the Guildhall EC2 at 2.00 pm

Present

Members:

Andrew McMurtrie (Chairman)	Deputy Jamie Ingham Clark
Graham Packham (Ex-Officio Member)	Ann Holmes

Officers:

Julie Mayer - Town Clerk's

1. APOLOGIES

Apologies were received from James De Sausmarez, Lord Mountevans, Tom Hoffman and Vivienne Littlechild

The Chairman thanked retiring Members; Nigel Challis, Billy Dove, Bill Fraser and Patrick Streeter and welcomed new Members; Ann Holmes, James de Sausmarez and Lord Mountevans.

Members noted that the Sub Committee was carrying one vacancy.

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

Deputy Jamie Ingham Clark declared an interest by virtue of his position as a Churchwarden of St Lawrence Jewry.

3. MINUTES

The Minutes of the meeting held on 27 February 2017 were approved as a correct record.

4. ELECTION OF CHAIRMAN

Being the only Member willing to serve, Andrew McMurtrie was elected as Chairman of the Benefices Sub Committee for 2017/18.

The Chairman thanked Members for their support and set out the role of the Benefices Sub Committee, which was primarily the appointment of the incumbents to the City's Benefices. However, the membership of the Sub Committee had expanded in recent years and now had the scope to allocate 1 or 2 benefices to each Member.

The Town Clerk had tabled a diagram and some background information on benefices and had ordered some booklets on appointing clergy. These documents would be forwarded to all Members of the Sub Committee.

5. **ELECTION OF DEPUTY CHAIRMAN**
Being the only Member willing to serve, Alderman Gregory Jones was elected as Deputy Chairman for 2017/18.
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items.
8. **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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.
9. **NON PUBLIC MINUTES**
The minutes of the meeting held on 27 February 2017 were approved, subject to an amendment to Deputy Ingham Clark’s update on St Marks, Clerkenwell, which had been built as part of the New River Project.
10. **UPDATE ON BENEFICES**
Members received a report of the Town Clerk.
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
12. **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

The meeting closed at 2.50 pm

Chairman

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

Agenda Item 5

Committee(s)	Dated:
Culture, Heritage and Libraries	10/07/17
Subject: Revenue Outturn – 2016/17	Public
Report of: The Chamberlain Assistant Town Clerk and Cultural Hub Director Director of Open Spaces Director of Community and Children’s Services Report author: Mark Jarvis, Chamberlain’s Department	For Information

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2016/17 with the final agreed budget for the year. Overall total net expenditure during the year was £19.519m, whereas the total agreed budget was £20.058m, representing a decrease in net expenditure of £539K. The favourable variance on the Director’s local risk was £540K of which £718K related to Tower Bridge Tourism, mainly as a result of income generation being significantly above target.

Summary Comparison of 2016/17 Revenue Outturn with Final Agreed Budget			
	Final Approved Budget £000	Revenue Outturn £000	Variation Increase/ (Reduction) £000
Local Risk			
Assistant Town Clerk and Cultural Hub Director	5,863	5,807	(56)
Director of Open Spaces	(1,206)	(1,788)	(582)
Director of Community and Children’s Services	2,200	2,183	(17)
City Surveyor	574	689	115
Total Local Risk	7,431	6,891	(540)
Central Risk			
Assistant Town Clerk and Cultural Hub Director	6,579	6,619	40
Director of Open Spaces	(229)	(260)	(31)
Director of Community and Children’s Services	327	293	(34)
Total Central Risk	6,677	6,652	(25)
Capital & Support Services	5,950	5,976	26
Overall Totals	20,058	19,519	(539)

The Chief Officers have submitted requests to carry forward £256,000 from the local risk favourable variance, (Assistant Town Clerk and Cultural Hub Director £39,000, Director of Open Spaces £200,000 and Director of Community and Children's Services £17,000), and these requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

Recommendations

- It is recommended that this revenue outturn report for 2016/17 and the proposed carry forward of underspends to 2017/18 are noted.

Main Report

1. Actual net expenditure for your Committee's services during 2016/17 totalled £19.519m, a favourable variance of £539K compared to the final approved budget of £20.058m. A summary comparison with the final agreed budget for the year is tabulated below. In this and subsequent tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure. A reconciliation of original local risk budget to the final agreed local risk budget is provided in Appendix 1.
2. In December 2016 it was jointly agreed by Culture, Heritage and Libraries Committee, Establishment Committee and Policy and Resources Committee to dissolve the Culture, Heritage and Libraries Department and move the services into other City of London Corporation Departments from 1 February 2017. As a result, Tower Bridge, Monument and Keats House became part of the Open Spaces Department. Barbican and Community Libraries, along with the Information Services Section (which transferred responsibility from Guildhall Library) became part of the Community and Children's Services Department. Guildhall Library, City Business Library, City Police Museum, London Metropolitan Archives and all assets and services under Cultural and Visitor Development became part of the Town Clerk's Department.

**Culture, Heritage and Libraries Committee – Comparison of 2016/17
Revenue Outturn with Final Agreed Budget**

	Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	Variation Increase/ (Decrease) £000	Paragraph Reference
LOCAL RISK					
Assistant Town Clerk and Cultural Hub Director					
City Fund					
Guildhall Library & City Business Library	1,462	1,413	1,413	-	
Central Management	623	325	288	(37)	
Guildhall Art Gallery	354	363	381	18	
London Metropolitan Archives	1,884	1,901	1,919	18	
City Records Service	1,053	1,064	1,041	(23)	
Visitor Services & City Information Centre	648	673	657	(16)	
Lower Thames Street*	8	8	10	2	
Total City Fund	6,032	5,747	5,709	(38)	
City's Cash					
Monument Daguerreotype	-	25	23	(2)	
Mayoralty & Shrievalty*	91	91	75	(16)	
Total City's Cash	91	116	98	(18)	
Total Assistant Town Clerk and Cultural Hub Director	6,123	5,863	5,807	(56)	
Director of Open Spaces					
City's Cash					
Monument	(234)	(234)	(81)	153	3
Keats House	192	192	192	-	
Total City's Cash	(42)	(42)	111	153	
Bridge House Estates					
Tower Bridge Tourism	(885)	(1,164)	(1,899)	(735)	4
Total Bridge House Estates	(885)	(1,164)	(1,899)	(735)	
Total Director of Open Spaces	(927)	(1,206)	(1,788)	(582)	

Director of Community & Children's Services					
City Fund					
Information Services Section	-	339	345	6	
Barbican & Community Libraries	1,807	1,861	1,838	(23)	
Total City Fund	1,807	2,200	2,183	(17)	
Total Director of Community & Children's Services	1,807	2,200	2,183	(17)	
Total City Surveyor	873	574	689	115	5
TOTAL LOCAL RISK	7,876	7,431	6,891	(540)	
CENTRAL RISK					
Museum of London Grant	5,292	5,292	5,292	-	
City of London Festival	357	357	354	(3)	
Other costs including rent, rates, service charges & capital	660	1,028	1,006	(22)	
TOTAL CENTRAL RISK	6,309	6,677	6,652	(25)	
CAPITAL & SUPPORT SERVICES	6,099	5,950	5,976	26	6
OVERALL TOTAL	20,284	20,058	19,519	(539)	

*These budgets are held by the Assistant Town Clerk and Cultural Hub Director but relate to building maintenance work and as such any underspends relates to the City Surveyor and cannot be carried forward.

Reasons for Significant Variations

3. The main reason for the deficit of income is the closure of the Monument for a significant period during the first three months of the financial year for essential unexpected repair works and the impact of TfL hoardings at Fish St Hill which partially obscure views of and access to the attraction.
4. The £735,000 surplus at Tower Bridge mainly attributable to venue hire from a higher number of events than anticipated at the Bridge and tourism income owing to higher (134,000) than anticipated visitor figures. It was originally expected that the 3 month closure of the Bridge for major resurfacing works would impose a negative effect on business performance, although mitigation action taken by officers in the form of further promotions, increased signage and various additional activities were highly successful. The number of visitors to the Exhibition for the year was above target by 19% and above 2015/16 performance by 4%, as a result the resource base was increased by £300K at the time of revised estimates. With the opening of the new Gift shop, retail

income exceeded £1m for the first time. The budget income target for 2017/18 has been increased by a further £300K.

5. The City Surveyor overspend of £115,000 is due to changes in the phasing over the 3 year cycle of each of the Additional Works Programmes, projects have been prioritised and re-phased over those 3 years
6. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variation Increase/ (Decrease)
	£000	£000	£000	£000
CAPITAL & SUPPORT SERVICES				
Capital Charges	1,918	1,731	1,731	-
Support Services, including Chamberlains, Comptrollers & Town Clerks	883	956	937	(19)
Surveyors Employee & IT Recharges	966	1,155	1,147	(8)
Guildhall Admin Buildings	2,438	2,223	2,215	(8)
Insurances, including premises & Liability	265	250	255	5
Other recharges	(371)	(365)	(309)	56
TOTAL CAPITAL & SUPPORT SERVICES	6,099	5,950	5,976	26

The variance to Other recharges mainly relate to higher than expected utility recharges from the Barbican Centre to Barbican Library. Recharges have a corresponding contra entry in their own accounts. Consequently these charges have no overall impact on net expenditure.

Local Risk Carry Forward to 2017/18

7. The Assistant Town Clerk and Cultural Hub Director has a local risk underspend of £42,000 on activities overseen by your Committee, (excluding the two services relating to the City Surveyor), all of which relates to City Fund and City's Cash. The Assistant Town Clerk is proposing to request that £39,000 of City Fund underspend be carried forward.
8. The Director of Open Spaces has a favourable variance on local risk of £582,000 on activities overseen by your Committee, of which £735,000 relates to Bridge House Estates, which is partly offset by an underperformance on income generation of £153,000 on City's Cash. The Director is proposing to request that £200,000 of the Bridge House Estates monies be carried forward, all of which relates to activities overseen by your Committee.
9. The Director of Children's and Community Services has a local risk underspend of £23,000 on activities overseen by your Committee, all of which relates to City Fund. The Director is proposing to request that £17,000 of City Fund underspend be carried forward, all of which relates to activities overseen by your Committee.

10. The following purposes are proposed: -

- as a result of the review of security arrangements within the Guildhall Library emergency security cover, at an estimated cost of £27.5k, has been required until a permanent solution can be provided. The likely cost of these more permanent changes, if agreed, will be £110k. This carry forward will partially offset these costs: **£39,000**
- Accessible Education Centre - funds requested to be capitalised as part of the project to provide a new fully accessible education centre at Tower Bridge. The project supports the income generation at Tower Bridge and the wider goals on inclusion, accessibility, engagement and learning provision. The current learning centre is not wheelchair accessible and can only accommodate half a standard class size. This limitation creates complication and expense for schools and reduces the total number of students the programme can engage. Some schools are now being turned away due to the operational capacity limit. A new fully accessible learning centre will enable the service to engage with more children in London and generate additional income. This project featured in the 16/17 CHL Business Plan and features in the 16/17 OSH Business Plan and supports the 2016-19 City of London Education Strategy. This project already has Gateway 2 approval: **£200,000**
- to fund an upgrade to the computers for public use at the lending libraries. Last year, the network upgrade works were completed to make the system faster and more stable but some essential rerouting work has been identified, the hardware in use is nine years old and a number of machines have already failed. This money will not cover the complete upgrade but could fund approximately half of it including labour costs: **£17,000**

City of London overall Financial Position and context for the Efficiency and Sustainability Plan

11. The Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. This plan focuses on the existing Service Based Review programme which is now nearing completion, other agreed transformation initiatives and developing a framework for continuous efficiency improvement for 2017/18 and later years. This plan needs to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds and adopting an investment approach utilising the headroom to invest in one-off projects such as the Museum of London relocation project and 'bow wave' list of outstanding repairs.

Appendices

- Appendix 1 - Reconciliation of original local risk budget to the final agreed local risk budget.
- Appendix 2 - Efficiency & Sustainability Plan.

Contact:

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	£000
Original Local Risk Budget	7,876
City Fund and City's Cash carry forwards	127
All funds contribution pay, budget uplift	52
City Fund and Bridge House Estates budget virements uplift, mainly due to a transfer of £45,000 to the Barbican & Community Libraries due to being commissioned by the Department of Community and Children's Services to carry out a range of Children's Centre Services. This is partly offset by Corporate transfers of £28,000 relating to Printing (£14,000) and the Graduate Scheme (£14,000) and a transfer of resources from Tower Bridge Tourism to Tower Bridge Operational (£4,000).	13
Bridge House Estates – Income targets increased at Tower Bridge due to excellent performance during the first six months of the year	(300)
Bridge House Estates local risk - one-off transfer from local risk to revenue to fund the education and community engagement centre capital project	(13)
Bridge House Estates – one-off transfer of local risk budget to City Surveyors to cover additional facilities management costs in relation to the Bridgemasters House	(25)
City Surveyor local risk changes in the phasing over the 3 year cycle of each of the Additional Works Programmes	(299)
Final Agreed Local Risk Budget	<u>7,431</u>

Efficiency & Sustainability Plan - Appendix 2

CORE MESSAGES ON THE CITY OF LONDON CORPORATION'S FINANCES – January 2017

Our aim:

Our funds are there to help the City of London Corporation promote financial, professional and business services, provide excellent public services and support the City, capital and country as a whole.

They must be used economically, efficiently and effectively to maintain the City's underlying infrastructure and services and so we can prioritise paying for initiatives which meet our long-term ambitions.

How we do this:

The City has four funds.

Two of these are paid for by ratepayers and taxpayers:

- City Fund - money used to cover local authority activities in the square mile and beyond.
- Police Fund – the money used to pay for the City of London Police Force

Two are provided at no cost to the taxpayer:

- City's Cash - an endowment fund built up over 800 years and passed from generation to generation used to fund services that benefit London and the nation as a whole.
- Bridge House Estates - the money used to look after five bridges over the Thames with any surpluses being used for charitable purposes and awarded through the City Bridge Trust.

It is a duty on us to make the best use of the resources we have. This can only be done through continually reviewing the economy, efficiency and effectiveness of our services, the outcomes that are achieved and how they meet our long-term ambitions.

Everyone has a role to play in constantly challenging what we do and thinking about how we could do things better.

Are there further cuts being made?

Yes, but only 2% and only to ensure continuous improvement. In 2014, we estimated that due to cuts in government funding City Fund would be facing deficits

approaching £11m by 2017/18 so we had to deal with this by scrutinising all our activities in what we called the Service Based Review.

We could, of course, have just made efficiencies in those areas paid out of public funds. But we decided it was not fair or equitable to ask some parts of our organisation to be more efficient and not others.

Proposals totalling £20m in efficiencies/extra income were identified and are well underway to being implemented. Following the completion of the Service Based Review programme, a continuous 2% per annum budget reduction target will be introduced across all our services. Departments will be expected to meet this through efficiency and performance improvements.

Why are we continuing to make budget reductions?

Firstly, we have a duty to ensure the most effective and efficient use of our resources.

Secondly, we continue to have big cost pressures. We live in an historic and ageing City. Many of our properties are deteriorating which requires an increased level of investment, and our IT infrastructure and service needs investment. In addition the City of London Police needs to address the changing nature of policing and the increasing demands placed on the service in the context of increased security threats from terrorism, growing cybercrime and online economic crime and intelligence requirements.

Thirdly, by being economic, efficient and making savings and focusing our efforts where we are most effective we can enhance existing services and pursue new priorities and increasingly ambitious outcomes for the benefit of the City, London and the nation.

Why not utilise the City's Cash fund endowment?

This is money which has been passed down to us over the years, produces income for us and is not to be used lightly as we want to pass it on to future generations to sustain services in the medium to longer term. Its income comes mainly from property and investments and is used to finance activities for the benefit of the City, London and the nation as a whole. Any sale of the underlying investments reduces the ability of the fund to generate income in future years.

The City's Cash budget will be running a deficit over the next three years to allow us to carry out essential investment before returning to a small surplus in 2020/21.

So what does the future look like for these funds?

The financial forward look for two of our funds is relatively healthy but uncertainties remain.

- **City Fund:** we have been planning for a continuing reduction in government grant and the underlying budget position is robust. We will be using the headroom to invest in essential repairs and maintenance and to fund the building of the new Museum of London to the benefit of all Londoners and the country as a whole.
- **City's Cash:** The forecast deficit over the next three years reflects our commitment to carry out essential investment and to support cultural development before returning to a small surplus in 2020/21.
- **Bridge House Estates:** the rising surplus will increase the resources available to the City Bridge Trust for charitable giving across London.
- **The Police Fund:** The underlying financial position remains very challenging with the recent Police core grant settlement marginally lower than anticipated. Additional cost pressures have meant the fund has moved into deficit, utilising the remaining ring fenced reserves in 2016/17 and 2017/18. An interim strategy has been developed and proposed for dealing with the deficit to the end of 2017/18. The Town Clerk, the Chamberlain and the Commissioner, have commissioned a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.

What are your total assets?

The City of London Corporation has assets of around £4bn. Income from these assets fund our services and any sale of assets to fund on-going services in the short term would harm our ability to protect services in the medium to longer term. Sale of many of our local authority assets to fund day to day services is also effectively prohibited by Local Government accounting rules.

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Committees:	Dates:	
Planning and Transportation Committee Projects Sub Open Spaces Culture, Heritage and Libraries (<i>for information</i>) Resource Allocation Sub-Committee Barbican Resident's Committee	Urgency Delegated Authority Urgency 10 July 2017 Urgency Urgency	
Subject: Cultural Hub Public Realm Temporary Artistic Projects: Look and Feel 'Quick Wins' Phase 1	Gateway 5 Authority to Start Work Light	Public
Report of: Director of the Built Environment	For Decision	

Summary

Dashboard

- **Project Status:** Green
- **Timeline:** The project to be delivered between July 2017 and December 2018
- **Total Estimated Cost:** £565k for Phase 1 and development of Phase 2
- **Amount expended to date:** £30k
- **Overall Project Risk:** Low

This report updates Members about the Artistic installations for the public realm: the programme of events, temporary art installations, new street furniture, and greening for the Cultural Hub area of the City that has been termed the Look and Feel 'Quick Wins'.

The Cultural Hub Working Party and its Chairman expressed a strong desire to see a series of 'Quick Wins' across the Cultural Hub ahead of the proposed major capital interventions, and an indicative programme was endorsed by the Working Party on 1 February 2017. A Gateway 1/2/3/4 report was thereafter approved by Members in March 2017 to initiate the programme (see Appendix 1). Since that date a creative producer has been appointed to put the programme together; artists have been appointed to do some pre-evaluation work; designs have been drawn up and costs clarified; and we are now in a position to propose a number of Quick Wins to Members for approval at Gateway 5.

The artworks are deliberately timed to coincide with the public launch of the of the Cultural Hub in July 2017 which will include the unveiling of its new identity, as well as other major milestones such as: the start of Simon Rattle's tenure with the London Symphony Orchestra in September 2017; the 'Open Fest' series of events in March 2018 planned by the Cultural Hub partners; and the opening of the central section of Crossrail stations in December 2018.

Aside from artistic merit, the purposes of the project, to start in July 2017, are:

- To indicate the change to come in the Cultural Hub area in the future as

longer-term changes are realised and activate the street with artistic activities.

- To mark the public launch of the Hub in July 2017, which will be a significant moment and an opportunity to showcase the vision and the City of London Corporation's ambitions for the Hub.
- The temporary nature and the installations will provide the opportunity for the wider community to give feedback on which installations are preferred, with the option for popular installations to be retained for a longer period (subject to relevant permissions/ consents being attained). This feedback will inform the development of the 'Look and Feel' Strategy for the Cultural Hub public realm which is currently underway.

The Project has been programmed into phases, to allow for the project to build gradually, gaining audiences and giving the opportunity to learn from earlier experiments. The first phase will launch in July, and run throughout the summer. Later phases will be reported to Members for approval at Gateway 5 in due course. This report includes a recommendation of approval of funding for officers to develop phase 2 artworks as well. Phase 2 (November 2017 - March 2018) will include installations to build the Cultural Hub artistic programming and enhance visitor experience in the area.

In summary, the first phase of the programme includes:

- Large-scale and vivid installations in Silk Street and Smithfield Rotunda Gardens
- 'Playable City': playful street lamps that interact with visitors
- A static sign and/or projection or screen at the corner of Aldersgate and Beech Street (subject to relevant planning or listed buildings consents)
- Artistic hoarding around the future site of the Museum of London
- Cultural Hub walking trails to promote exploration of the area
- Pop up performances in public spaces through the Summer
- Improved way-finding in the Cultural Hub
- In addition, the Low Emission Neighbourhood project has included work to improve visitor welfare and way-finding, with a community garden on Moor Lane, and planting along the pedestrian bridge at the exit from Barbican Tube

These installations will be one of the first times that our residents and visitors experience the new 'cultural hub' concept, and as such a plan for consultation and engagement has been developed that will allow communities to become involved. The plan includes: resident's drop-in sessions prior to the installation of the artworks; pop-up events over the summer relating to the hub and the artworks, surveys and more, whilst the installations are in place; and public consultation to be undertaken on the draft Look and Feel Strategy in the autumn.

The intention is that these interventions will provide unifying elements across the Hub area, with visitors being able to experience enhanced public realm across the area. The programme has been developed to support the Cultural Hub aspirations, as well as to provide a signal of the real and lasting change to come in the area: the temporary artworks are a fitting introduction to the new Cultural Hub concept for our residents and visitors.

A full draft schedule is included at Appendix 2 with a map in Appendix 3.

Financial Implications

To date £30k has already been spent on this project to Gateway 5. To implement phase 1 of the Quick Wins programme, approval is now sought for £535,000 to be allocated according to the table below. The proposed funding source for this piece of work is the £5m provision set aside by the Chamberlain from the City Fund for works associated with the Cultural Hub Look and Feel Strategy.

Total Phase 1 project Cost

Item	Cost (£)
Fees (including 30k approved at G4)	£141,000
Works	£287,000
Staff Costs	£107,000
TOTAL	£535,000

See Appendix 4 for a detailed cost breakdown.

Recommendations

It is recommended that:

Members of Planning and Transportation and Projects Sub Committee:

1. Approve, in principle, the outlined 'Phase 1' of the Quick Wins project, comprising events, installations and greening in the public realm in support of the Cultural Hub

Members of the Open Spaces Committee

2. Approve the temporary installation in Smithfield Rotunda Garden, see paragraph 9 b) of this report

Members of Resource Allocation Sub Committee:

3. Approve funding of £535,000 to implement the Look and Feel Temporary Artistic Projects in the Cultural Hub for the 2017-2018 financial year

Members of the Barbican Residential Committee:

4. Approve the temporary installation along the façade of Speed House carpark on Silk Street, see paragraph 9 a) of this report

Members of Culture, Heritage and Libraries Committee:

5. Receive this report for information

Main Report

Design summary	<ol style="list-style-type: none">1. The City is currently developing a Cultural Hub that aims to be an internationally renowned, vibrant and welcoming centre of arts, heritage and learning; a new cultural destination for London This area is going through a huge transformation with the Museum of London moving to its Smithfield site, plans to improve Beech Street, and the possibility of a new Centre for Music.2. Alongside the development of these large projects, a number of other milestones in the Cultural Hub project are approaching. The new brand and identity of the Hub has been developed and will form part of the media launch planned on 20th July 2017; Sir Simon Rattle to arrive at the LSO in September 2017; the new Crossrail stations at Farringdon and Moorgate will open in December 2018. In addition, the City, alongside the Mayor of London, has agreed to support a series of low-emission initiatives in the area that should dramatically improve air quality.3. To coordinate all the changes in the public realm in the Cultural Hub, Members approved in October 2016 that a “Look and Feel Strategy” be developed, to be presented to Members for adoption at the end of 2017.4. However, prior to this, the City of London’s vision and ambitions for the Hub will be launched, providing a significant moment, in which the aims of the Cultural Hub will be communicated to the wider public.5. A number of temporary artworks (Look and Feel Strategy Quick Wins) in the public realm to coincide with the launch date. These interventions will mean the press and the public begin to see the changes proposed over the past few years in City of London strategies, events and media releases.6. At Gateway 4, Members endorsed the project of a series of temporary installations and cultural activities within the public realm that will initiate and test the changes that the Cultural Hub ‘Look and Feel Strategy’ will deliver. A list of possible artistic installations was endorsed at that point (see report in Appendix 1).7. After the Gateway 4 approval, a creative producer was appointed to curate the Look and Feel Quick Wins Programme with project management support from the City Public Realm team. The programme, whilst lead by the City Public Realm Team, has been developed in conjunction with the Cultural Hub Team and partners (Barbican Centre,
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GSMD, LSO and Museum of London).

8. The programme was developed based on the long list of installations listed as possibilities at Gateway 4, then refined and scheduled into phases. The first phase, to coincide with the launch, includes the artworks listed at Appendix 2, alongside a map of the area showing the artworks' locations at Appendix 3.

Phase 1 programme

9. Some key elements of the phase 1 programme will launch on 20 July 2017, with additional elements of phase 1 to be programmed throughout the summer of 2017. The key proposed installations for 20th July are as follows:

- a) Silk Street Art Installation: Morag Myerscough installation – Silk Street (car park grilles)
- b) Smithfield Rotunda Garden (entrance and central podium): Morag Myerscough installation
- c) 'Shadowing' installation by Chomko & Rosier (a Playable City Award-winning project) – making use of six street lamps/poles in the Cultural Hub area
- d) 'Folk in a Box' pop up performances (proposed location is the Cromwell Tower forecourt on Silk Street)
- e) Wayfinding at Beech Street/Aldersgate junction

10. Morag Myerscough (items a and b) is a high-profile artist and graphic designer, very experienced in producing large scale artistic interventions in the public realm. Her work would provide an immediate and visible impact within the Cultural Hub area, marking it out as a creative destination, aiding way-finding for visitors and visually connecting the emerging 'East-West spine' of the Cultural Hub (the journey along West Smithfield, Long Lane, Beech Street and Silk Street). The Smithfield Rotunda Garden installation has been designed to encourage greater engagement in the Garden and provide additional social opportunities and host pop up programming for the Cultural Hub.

11. The Shadowing installation (item c) is a light fitting that can be installed on existing posts and that captures shadow images and replays them, offering a unique use of technology to enable visitors to interact and play with conventional urban infrastructure. It allows for moments of surprise and engagement for visitors across the Cultural Hub area, encouraging social interaction and further dialogue.

12. Folk in a Box (item d): This tiny performance venue has a proven track record of providing unusual and moving

performance experiences for audiences in festival and installation settings internationally. Audiences experience a one-on-one live music performance, giving them an unforgettable musical moment to take with them, and opening up audience response and feedback afterwards as well. For those not engaging in the experience the 'Box' also provides an engaging focal point to encourage curiosity in the Cultural Hub and aid way-finding to the Barbican Centre's main entrance.

13. Education, Outreach, Community involvement: the project has been developed to include elements of community involvement. This will take various forms, from simply viewing artworks to interaction with the installations- for example, Shadowing, which replays your shadow and therefore encourages people to react to the site and space by moving to create new shapes. In addition, education programmes are included, such as the commissioned artists working with local school children to create work; or family activity planned in collaboration with the Museum of London.
14. After the launch, additional artistic and events programming in the Public Realm from September 2017 onwards should build on the first phase of the installations in the Cultural Hub.

Phase 2 programme

15. As an indication, Phase 2 (November 2017 - March 2018) will include artworks to build the Cultural Hub artistic programming and enhance visitor experience in the area. These will include lighting/ projection experiments, way-finding trials, new events/ pop ups, and more. It will draw links to partner programming and festivals where possible. The phase will continue to trial ideas and explore the potential for Cultural Hub public spaces as potential artistic and regularly-programmed spaces.
16. The budget figures given in this report includes recommended funding for design and evaluation of £65,000 for phase two, to work up briefs for commissioning and artistic proposals to be submitted to the Cultural Hub for future installations. Then a further Gateway 5 report will be presented to Members once the feasibility of new installations has been understood.
17. This design and evaluation figure includes £15,000 for a Cultural Hub Wayfinding trial that will install 'Legible London' signage along key routes as a pilot for a longer-term signage strategy in the area. This is a joint project

between the Cultural Hub team and the City's transportation team, who are leading on the City-wide Wayfinding Strategy. The test area will be routes from the Barbican underground station to the Barbican Centre and Museum of London. This initial phase is related to appointing a consultant to deliver a scoping exercise and prepare a sign placement plan for the pilot.

18. Officers are currently also developing proposals for an artistic installation along Beech Street in 2018. This project is a key part of Phase 2 of the 'Quick Wins', but will be reported to Members separately. This is because it is a complicated project requiring feasibility studies, assessment of funding requirements, and much departmental collaboration.
19. It is proposed that these installations are grouped under one programme to provide a joint and coherent approach, and to feed into the development of the Look and Feel Strategy for the Cultural Hub. A narrative will be developed to publicise these installations and events that ties them clearly to the new Cultural Hub brand.

Consultation

20. Consultations with local workers, visitors and residents will be organised throughout the development of the Quick Wins phases and will include several means through which stakeholders will be engaged, both before and during the installation period. Methods include resident's drop in sessions, questionnaires and qualitative surveys, exhibition boards and a temporary structure where consultation could take place, as well as online evaluation and surveys. This will inform the development of both the Look and Feel Quick Wins Programme and the Look and Feel Strategy, and a formal public consultation on the draft Strategy will be organised in October 2017 following Members approval.
21. Residents within the Cultural Hub area will be consulted via the means outlined above; via a dedicated 'drop-in' session about phase 1 of the project before the installations; through pop-up events and surveys during the installations; and through usual planning channels.
22. Planning permission and listed building consents and any other necessary consents/approvals will be sought where applicable. The Look and Feel "Quick Wins" will only be implemented when permissions/consents are in place. There may be a risk of changes in programme if consents take longer than anticipated. Similarly, alternative designs or locations may be considered in response to planning

	<p>advice.</p> <p>23. The artworks will be designed to ensure that activity will not have any adverse equalities implications.</p>
<p>1. Delivery team</p>	<p>The project is led by the City Public Realm team, working with other City departments, e.g. Open Spaces, Lighting, City Transportation, where appropriate. The planning service is a partner in the delivery team through the Planning permission and Listed Building consent process.</p> <p>The project involves close collaborative working with the Cultural Hub partners:</p> <ul style="list-style-type: none"> - Barbican - Guildhall School - Museum of London - London Symphony Orchestra
<p>2. Programme and key dates</p>	<p>Overall programme: through 2017 2018</p> <p><u>Phase 1: July – October 2017</u></p> <ul style="list-style-type: none"> - First installations to be in place for July 2017 to be linked to launch of Cultural Hub brand/ identity - Commencement of Simon Rattle tenure at LSO in September 2017 - Cultural partners' Spring programmes in 2018 - Crossrail opening in December 2018 <p><u>Phase 2: November 2017 – March 2018</u></p> <p>Other phases to be confirmed at later dates where appropriate.</p>
<p>3. Outstanding risks</p>	<p>Any necessary permissions/consents not received on time</p> <p>Delays to the programme, resulting in the missing of major milestones caused by procurement and consents processes or unforeseen difficulties during implementation</p>

4. Budget	Item	Cost (£)
	Fees	141,000
	Works	287,000
	Staff Costs, including: CPR; curatorial; Open Spaces; Lighting; City Transportation	107,000
	Total	£535,000
	Please see Appendix 4 for a detailed cost breakdown on an artwork-by-artwork basis.	
	<u>Procurement</u>	
	City Corporate procurement processes will be followed throughout; this includes artists being selected and appointed via the Artistic Exception route that takes into account the specialist nature of commissioning artworks. This approach has been agreed with City Procurement.	
5. Success criteria	A well-received programme of events and installations delivered for the public realm in the Cultural Hub area that begins the process of transforming the area into a key cultural destination and attracting new visitors.	
6. Progress reporting	Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees	

Appendices

Appendix 1	Gateway 1/2/3/4 report
Appendix 2	Draft schedule
Appendix 3	Map
Appendix 4	Detailed costs outline

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Committees: Planning and Transportation Projects Sub Culture, Heritage and Libraries (for information)	Dates: 21 March 2017 Urgency Urgency	
Subject: Cultural Hub Public Realm Temporary Projects 2017: 'Quick Wins'	Gateway 1/2/3/4	Public
Report of: Director of the Built Environment		For Decision

Summary

Dashboard

- **Project Status:** Green
- **Timeline:** Projects to be delivered between July 2017 and December 2018
- **Total Estimated Cost:** £190k- £570k
- **Overall Project Risk:** Low

This report recommends Members initiate a programme of events, temporary art installations, new street furniture, and greening for the Cultural Hub area of the City (see Appendix A). The programme would commence in 2017, as a set of 'Quick Wins' that can be introduced into the public realm. The purpose of the installations and events is to indicate something of the change to come in the Cultural Hub area in the future as longer-term changes are realised. The timing of the 'Quick Wins' would largely coincide with major milestones, such as the launch of the brand and new name for the Cultural Hub in July 2017, the start of Simon Rattle's tenure with the London Symphony Orchestra in September 2017 and the opening of the central section of Crossrail stations in December 2018. However, it will be important to continue the programme of 'Quick Wins' after these dates to maintain the profile of the cultural hub as the longer term projects, such as the relocation of the Museum of London, are progressing. The first phase of this 'Quick Wins' project is proposed to conclude in December 2018.

The 'Quick Wins' project was requested by the Cultural Hub Member Working Party and the accompanying indicative programme was endorsed by the Working Party on 1 February 2017 and the Programme Board on 7 March 2017. The majority of the installations and events proposed are intended to be temporary in nature and the project will provide the opportunity for the wider community to give feedback on which installations are preferred with the option for popular installations to be retained for a longer period. However, those installations that are less popular can be removed. Prior to the implementation of temporary installations the project managers will ensure that, where relevant, Barbican residents and other key stakeholders are consulted following the agreed corporate process.

In order to deliver some initial 'Quick Wins' by July 2017 and support this major

milestone, officers will need to procure an arts programmer or curator (which could be obtained through a cultural hub partner) for this programme, seek necessary consents including event licences, road closures and planning permissions and instruct fabrication of installations or finalisation of events. This will not be possible were this report approved at the next scheduled meeting of all the relevant Committees. The Town Clerk has also provided advice on the Gateway Procedure and recommends this report be submitted to the Committees as a Gateway 1-4 report. Once the detailed programme is confirmed, including timings, cost and funding source, a Gateway 5 report will be submitted to the relevant Committees for their approval. A first phase of installations will be delivered in July 2017 together with an agreed programme of what is to follow over the subsequent months.

At the conclusion of this programme in December 2018, a report will be submitted to Members to evaluate the success of the programme and ascertain Members' appetite for further temporary interventions.

Financial Implications

In order to develop the detailed programme ready for Member consideration at Gateway 5, approval of £60k is now sought to be allocated according to the table below.

Item	Funds/ Source of Funding	Cost (£)
Fees	Cultural Hub budget	£30,000
Staff Costs	Cultural Hub budget	£30,000
	Total	£60,000

Recommendations

It is recommended that Members approve:

1. Initiation of a programme of 'Quick Wins', comprising events, installations and greening in the public realm in support of the Cultural Hub, and
2. Funding of £60,000 (as detailed in Section 20 of this report) to develop the project to the next Gateway.

1. Approval track and next Gateway	Approval track: 3. Light Next Gateway: Gateway 5 - Authority to Start Work (Light)			
2. Resource requirements to reach next Gateway	Item	Reason	Funds/ Source of Funding	Cost (£)

	Fees	External consultant to curate the programme. Costs at this stage include production of a full draft programme of events/ interventions.	Cultural Hub budget	£30,000
	Staff Costs	Project management for the programme will be provided by the CPR team. This will include report writing, managing the procurement process, managing liaison with other City departments.	Cultural Hub budget	£30,000
		Total		£60,000
3. Next steps	<ul style="list-style-type: none"> • <u>March 2017</u> : Funding approved and released for next stage • <u>March – April 2017</u> : Appoint project curator/ programmer • <u>April 2017</u>: Development of detailed programme and key stakeholder consultation • <u>May 2017</u>: Gateway 5 reports for specific projects and any permissions or consents sought • <u>June 2017</u>: Installations fabricated; events finalised • <u>July 2017– March 2018</u>: Installations delivered on-site • <u>Jan - April 2018</u>: Evaluation of programme • <u>May 2018</u>: Update report to Members 			

Project Summary

4. Context	<p>The City is currently developing a new Cultural Hub that aims to be an internationally renowned, vibrant and welcoming centre of arts, heritage and learning. This area is going through a transformation with the new brand and identity of the Hub to be launched this summer, Sir Simon Rattle to arrive at the LSO in September 2017, the new Crossrail stations opening in December 2018, and the proposed move of the Museum of London to West Smithfield. In addition, the City, alongside the Mayor of London, has agreed to support a series of low-emission initiatives in the area that should dramatically improve air quality.</p>
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	<p>To coordinate all the changes in the public realm in the Cultural Hub, Members approved in October 2016 that a “Look and Feel Strategy” be developed, that will be presented to Members for adoption at the end of 2017. However, with the new brand to be launched in the summer, it is proposed to deliver installations to coincide with the launch date that will signal the change that is to come. The press and the public will therefore see that the new Hub is not a name alone: it will be demonstrably a new destination for London.</p> <p>The City is also working on a series of projects related to improving air quality in the area as part of the Low Emission Neighbourhood (L.E.N.) project. It is the intention that the ‘Quick Wins’ programme be coordinated alongside the L.E.N., with joint projects being commissioned where possible.</p>
<p>5. Brief description of project</p>	<p>It is proposed to carry out a series of temporary installations and cultural activities within the Public Realm that will initiate the changes that are to come in the Cultural Hub. They form a programme of ‘Quick Wins’ that can be delivered within the Cultural Hub area (or leading to it) that could be delivered starting in 2017.</p> <p>The projects include:</p> <ul style="list-style-type: none"> - trials and experiments with signage and wayfinding; new ways for the public to understand the area via digital formats/platforms and public information panels; - greening projects undertaken with local schoolchildren as part of the Low Emission Neighbourhood education programme; - new hoardings: working with owners of new building developments to design announcements about the Cultural Hub and its partners; - commissioning consultants (e.g. Playable City) to design interactive ways that the public can ‘play’ in the City and tell about the history through heritage trails; - installation of temporary street furniture, cycle racks and improved pedestrian connections; - temporary sites for performance venues; - artistic commissions to be a part of local high-profile design and architecture festivals and artistic lighting schemes. <p>It is proposed to deliver these installations using a collaborative approach with the many City departments and partners already working on the Cultural Hub, including the Barbican, the Museum of London, Town Clerk, City Transportation, LEN and others. The initiatives will therefore draw upon the existing expertise within each of the City’s departments.</p>

	<p>It is proposed that these installations are grouped under one programme to provide a joint and coherent approach, and to feed into the development of the Look and Feel Strategy for the Cultural Hub.</p> <p>The programme will be subject to relevant permissions and consents and key stakeholders will be consulted prior to implementation of the project.</p>
6. Consequences if project not approved	<p>The City will lose the opportunity to announce future changes in the area in time for the major milestone of the launch of the new name and brand for the Cultural Hub, inform and prepare people about the new Cultural Hub. This is also a way to engage and consult with local residents, occupiers and visitors about their aspirations for the area following the agreed corporate process.</p>
7. Success criteria	<p>A well-received programme of events and installations delivered for the public realm in the Cultural Hub area that begins the process of transforming the area into a key cultural destination and attracting new visitors.</p>
8. Key Benefits	<p>The vision for the area is for the Cultural Hub to be welcoming to all, where talent is encouraged and nurtured, and that understands the place to be one of excellence in art, performance, design. Our proposals will start to make this vision visible at the street level: attracting people, marking the area as dynamic, lively, greener and indicating that the area will be transformed.</p> <p>The area around the Barbican and Smithfield with the new Museum of London will have new public amenities that will look more attractive to users, and will have improved air quality.</p> <p>The benefits of the future 'Cultural Hub' area will be signalled to the public through a series of interventions and installations in the public realm that reflect the new vision for the area.</p>
9. Notable exclusions	n/a
10. Governance arrangements	<p>Spending Committee: Planning and Transportation Committee</p> <p>Senior Responsible Officer: Director of the Built Environment</p> <p>Project Board: No</p>

Prioritisation

11. Link to Strategic Aims	3. To provide valued services, such as education, employment, culture and leisure, to London and the nation.
12. Links to existing strategies, programmes and projects	The project would be a key contribution to the Cultural Hub, the development of which is an important strategic priority for the City.
13. Project category	5. Other priority developments
14. Project priority	C. Desirable

Options Appraisal

15. Overview of options	<p>The indicative list of installations endorsed by the Cultural Hub Working Party on 1 February 2017 and Programme Board on 7 March 2017 have been given a ‘high’ or ‘medium’ priority based on the following criteria:</p> <ul style="list-style-type: none"> - Feasibility: how possible it would be to complete the project given the short timescales involved, the project’s complexity, and any dependence on external factors that may cause delays - Positive impact: the extent to which the completed project would achieve the stated aims of transforming a public space; indicating a change to come; making the area more enjoyable for the public; and providing new cultural amenities; demonstrating the benefits of the cultural hub to come - Cost: an estimated cost range has been given for each project; in many cases low-cost items have been given a higher priority, as they might provide better value at this stage. <p>Each individual installation is optional at this stage. It is proposed to develop a detailed programme for the next Gateway that includes the ‘high’ priority items, however there may be an opportunity for ‘medium’ priority items to be included in the programme where it is considered that these items align with the overall theme for the ‘Quick Wins’ programme.</p> <p>It is proposed to coordinate the first installations with other activities such as marketing, communications and partnership events supporting the launch of the Cultural Hub name and brand in July 2017.</p>
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Project Planning

<p>16. Programme and key dates</p>	<p>Overall programme: through 2017 and early 2018</p> <p>Key dates:</p> <ul style="list-style-type: none"> - First installations to be in place for July 2017 to be linked to launch of Cultural Hub brand/ identity - Commencement of Simon Rattle tenure at LSO in September 2017 - Cultural partners' Spring programmes in 2018 - Crossrail opening in December 2018 <p><i>See also item 3</i></p>
<p>17. Risk implications</p>	<p>Overall project risk: Amber</p> <ul style="list-style-type: none"> - Insufficient budget for implementation of the programme - Delays to the programme, resulting in the missing of major milestones caused by procurement and consents processes or unforeseen difficulties during implementation
<p>18. Stakeholders and consultees</p>	<p>The project will require collaborative working with many of the Cultural Hub partners:</p> <ul style="list-style-type: none"> - Barbican - Guildhall School - Museum of London - Open Spaces - City Transportation - Town Clerk's - Low Emission Neighbourhood - London Symphony Orchestra <p>Some specific projects within the programme will require public consultation.</p>

Resource Implications

<p>19. Total estimated cost</p>	<p>Likely cost range:</p> <p>1. Under £250k, or, 2. £250k to £5m</p> <p>Costs will depend on the projects chosen for the programme; it is estimated that individual interventions will cost on average £25-50k.</p> <p>Costs will be finalised at the Gateway 5, as specific projects will be recommended for Member approval and funding at that stage.</p>
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	<p>The costs to Gateway 5 include:</p> <ul style="list-style-type: none"> • Fees for an external consultant to curate the programme. Costs at this stage include production of a full draft programme of events/ interventions. Estimated at £30,000. • Staff Costs for the project management of the programme, provided by the CPR team. This will include report writing, managing the procurement process, managing liaison with other City departments. Estimated at £30,000. 	
20. Funding strategy	Partial funding confirmed	Mixture - some internal and some external funding
	Sources of Funding for Design and Evaluation	
	Cultural Hub budget	£60,000
	Funding for implementation of the programme will be sought from allocated cultural hub budgets, Low Emission Neighbourhood budgets or other appropriate source to be agreed by Members at Gateway 5.	
21. On-going revenue implications	It is intended that the majority of projects will be temporary in nature, therefore no ongoing revenue implications are anticipated.	
22. Procurement strategy/Route to Market	All corporate procurement procedures will be followed	
23. Traffic implications	Depending of the final location of the individual installations, some temporary road closures may be required. This would be undertaken with all correct necessary approvals. In the event that temporary closures take place, the opportunities to monitor air quality, network impact and structural investigation and maintenance pertinent to either the Cultural Hub or Low Emissions Neighbourhood will also be sought.	
24. Sustainability and energy implications	A key theme of the projects will be greening, air quality and sustainability. The projects with the Low Emissions Neighbourhood project will aim to produce improved air quality for people in the City.	
25. Equality Impact Assessment	An equality impact assessment will be undertaken	

Appendices

Appendix 1	Quick Wins itemised list
Appendix 2	Map

Contact

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For Information

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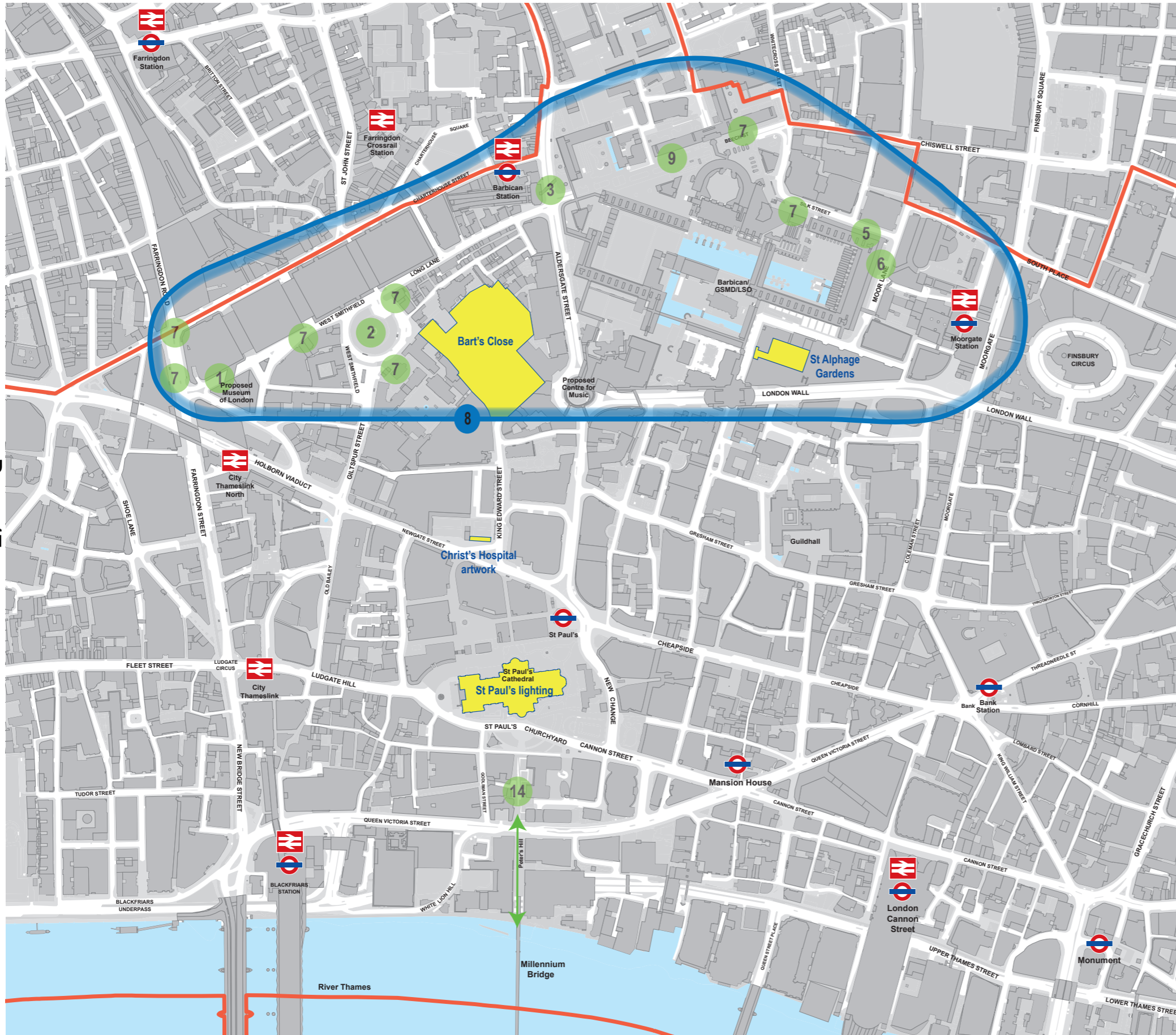
Appendix 2: QUICK WINS SUMMARY – Details of the proposals to be read with the quick wins map

PHASE	MAP #	LOCATION	ACTIVITY	DATES	ACTIVITY
1. JUL - OCT 2017	1	WEST SMITHFIELD AREA	CULTURAL HUB HOARDINGS <i>Project Lead: MOL</i>	20 JULY 2017 AND ONGOING	Museum of London curated hoardings. These will be highly visible, artistically designed and link to the local area. Opportunity to feature Cultural Hub branding as well.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	MORAG MYERSCOUGH INSTALLATION <i>Project Lead: PR</i>	20 JULY - 31 OCTOBER 2017	Large scale installation in the Smithfield Rotunda Garden by artist and designer Morag Myerscough. The design will encourage increased use of the Garden by enhancing visibility, visitor curiosity and providing additional social and cultural opportunities.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	(TBC) ARCHIKIDS FESTIVAL <i>Project Lead: MOL</i>	22 & 23 JULY 2017	Complimentary Archikids and Museum of London family programming, activating the Smithfield Rotunda and Morag Myerscough installation.
1. JUL - OCT 2017	2	SMITHFIELD ROTUNDA GARDEN	(TBC) POP UP PROGRAMME <i>Project Lead: PR</i>	AUGUST & SEPTEMBER 2017	A summer programme of activities to encourage use of Smithfield Rotunda Garden during the Morag Myerscough installation. Opportunity to test ideas and gather feedback on future uses and programming of the space.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	BARBICAN PEDESTRIAN BRIDGE <i>Project Lead: LEN</i>	05 JUNE 2017 (LAUNCH) - 2019	Planting coverage of the pedestrian bridge/high-walk at the exit to Barbican Tube to improve visitor experience and aid way-finding. Location promotes use of the high-walks as a 'green' route.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	MORAG MYERSCOUGH WAYFINDING <i>Project Lead: PR</i>	20 JULY - 30 NOVEMBER 2017	Temporary artistic signage to improve way finding when exiting Barbican Tube Station. Opportunity to test ideas whilst building relationship with TFL for a longer term solution.
1. JUL - OCT 2017	3	BARBICAN TUBE STATION	(TBC) ADDITIONAL WAYFINDING OR DIGITAL SCREEN <i>Project Lead: PR</i>	TBC DATES	With Beech Street / Aldersgate Street being a key arrival point for visitors, there is an opportunity to develop and test shorter term and longer term solutions to way-finding, place making and information sharing.
1. JUL - OCT 2017	4	TBC	(TBC) FOLK IN A BOX <i>Project Lead: PR</i>	AUGUST 2017	A beautifully designed micro performance venue, in which audiences experience a unique, one-on-one, acoustic music performance.

1. JUL - OCT 2017	5	SILK STREET	MORAG MYERSCOUGH INSTALLATION <i>Project Lead: PR</i>	20 JULY - 31 OCTOBER 2017	A large-scale Morag Myerscough installation along Silk Street, making use of the barbican car park windows opposite Milton Court. This piece would create a sense of destination along Silk Street and way-finding.
1. JUL - OCT 2017	6	MOOR LANE	MOOR LANE POP UP GARDEN <i>Project Lead: LEN</i>	05 JUNE 2017 - 2019	A community garden installation on Moor Lane to improve visitor experience, way-finding and highlight the high-walk as a 'green' route.
1. JUL - OCT 2017	7	CULTURAL HUB AREA	SHADOWING - PLAYABLE CITY INSTALLATION <i>Project Lead: PR</i>	20 JULY - 28 OCTOBER 2017	Using 'intelligent' lamps the installation captures and manipulates shadows of passers by, creating a playful and unique social interaction between visitor and infrastructure. Locations encourage exploration of the Cultural Hub area, from Silk Street to West Smithfield.
1. JUL - OCT 2017	8	CULTURAL HUB AREA	CULTURAL HUB TRAILS <i>Project Lead: Barbican</i>	20 JULY ONWARDS - to be refreshed or added to seasonally	Cultural Hub trails can be produced thematically or linking to significant programme themes, to encourage exploration, tell stories, and aid way-finding through the Cultural Hub. Trails to be produced as print and be available to download online.
1. JUL - OCT 2017	8	TBC LOCATION	(TBC) THIS IS RATTLE DIGITAL CONTENT <i>Project Lead: LSO</i>	14 - 24 SEPTEMBER 2017	Create additional public realm links to the 'This Is Rattle' programme of events. Digital content is a good opportunity engage with the LSO and enhance the festival feel in the Cultural Hub.
1. JUL - OCT 2017	8	CULTURAL HUB AREA	IMPROVED WAYFINDING TRIALS <i>Project Lead: PR</i>	OCTOBER - DECEMBER 2017	Improved way-finding trails as part of the 'Look and Feel' work.
2. NOV 2017 - MAR 2018	9	BEECH STREET TUNNEL	59 PRODUCTIONS AV INSTALLATION (Links to OpenFest 2018) <i>Project Lead: Barbican</i>	17 & 18 MARCH 2018	Proposal for a large-scale audio-visual installation by 59 Productions and Barbican Music within Beech Street tunnel. This large scale artistic intervention and road closure would transform the tunnel into a unique and spectacular public performance space.
2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	LIGHTING & AV INSTALLATION <i>Project Lead: PR</i>	06 NOVEMBER 2017 - 02 FEBRUARY 2018	Ambition to continue public programming across the winter period by creating lighting and projection opportunities in the Cultural Hub. Design would create artistic platforms whilst enhancing the architecture and aiding way-finding for visitors.

2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	ADDITIONAL POP UP PROGRAMMING <u><i>Project Lead: PR</i></u>	10 - 19 NOVEMBER 2017	Additional pop up performance and programme opportunities to be looked at for the public realm, linking with partner activity to create a vibrant, festival feel in the Cultural Hub. Ideas to be explored with London Jazz Festival (Nov 2017) and OpenFest (March 2018).
2. NOV 2017 - MAR 2018	8	CULTURAL HUB AREA	PUBLIC ART INSTALLATIONS <u><i>Project Lead: PR</i></u>	MARCH — JUNE 2018	New commission opportunities to be worked up for artists to explore playful additions and installations to the Cultural Hub

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Keys

- Cultural Hub
- City of London boundary
- CPR enhancement projects to be delivered in 2017/2018

Locations

- 1 CULTURAL HUB HOARDINGS
Project Lead: MOL
- 2 MORAG MYERSCOUGH INSTALLATION
Project Lead: PR
- 2 (TBC) ARCHIKIDS FESTIVAL
Project Lead: MOL
- 2 (TBC) POP UP PROGRAMME
Project Lead: PR
- 3 BARBICAN PEDESTRIAN BRIDGE
Project Lead: LEN
- 3 MORAG MYERSCOUGH WAYFINDING
Project Lead: PR
- 3 (TBC) ADDITIONAL WAYFINDING OR DIGITAL SCREEN
Project Lead: PR
- TBC (TBC) FOLK IN A BOX
Project Lead: PR
- 5 MORAG MYERSCOUGH INSTALLATION
Project Lead: PR
- 6 MOOR LANE POP UP GARDEN
Project Lead: LEN
- 7 SHADOWING - PLAYABLE CITY INSTALLATION
Project Lead: PR
- 8 CULTURAL HUB TRAILS
Project Lead: Barbican
- 8 (TBC) THIS IS RATTLE DIGITAL CONTENT
Project Lead: LSO
- 8 IMPROVED WAYFINDING TRIALS
Project Lead: PR
- 8 LIGHTING & AV INSTALLATION
Project Lead: PR
- 8 ADDITIONAL POP UP PROGRAMMING
Project Lead: PR
- 8 PUBLIC ART INSTALLATIONS
Project Lead: PR
- 9 59 PRODUCTIONS AV INSTALLATION
(Links to OpenFest 2018)

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Appendix 4:
Cultural Hub Public Realm Temporary Projects Costs breakdown

Project	Cost Element	Estimate £000
Smithfield Rotunda	Fees	10
	Works	72
	Staff Costs	8
	Total	90
Silk Street artwork	Fees	10
	Works	58
	Staff Costs	8
	Total	76
Shadowing	Fees	5
	Works	27
	Staff Costs	6
	Total	38
Folk in a Box	Fees	5
	Works	23
	Staff Costs	5
	Total	33
Walking Trails	Fees	15
	Works	9
	Staff Costs	5
	Total	29
Audio visual (AV)/ Lighting	Fees	20
	Works	40
	Staff Costs	10
	Total	70
Barbican tube way finding improvements	Fees	3
	Works	15
	Staff Costs	4
	Total	22
Events/ digital/ extra content/ pop ups	Fees	33
	Works	43
	Staff Costs	11
	Total	87
Research and development for future phases; including Wayfinding Trial	Fees	40
	Staff Costs	25
	Total	65
Programme-wide Curatorial, Project Management and departmental staff costs	Staff costs	25
Sub Total Fees (including 30k approved at G4)		£141,000
Sub Total Works		£287,000
Sub Total Staff Cost		£107,000
TOTAL		£535,000

Staff Costs breakdown	
Department	Cost estimate £000
City Public Realm	50
Open Spaces	8
Highways	13
City Transportation	8
Barbican Centre	28
Total	£107,000

Committee(s)	Dated:
Culture, Heritage and Libraries	10/06/2017
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Alex Hugo, City Culture Executive	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 2 June 2017. At this meeting, the CAI considered the following proposals:

- **Art Night, Gunes Terkol:** resubmission of proposal for permanent mural for the Middlesex Street Estate.
- **Cultural Hub, Quick Wins:** proposal for some artistic interventions in the Cultural Hub area to be realised for the official launch of the Cultural Hub in July 2017.

Recommendation(s)

Members are asked to:

- Ratify the City Arts Initiative’s recommendations in relation to the above proposals as follows:
 - **Art Night, Gunes Terkol:** approve the creation and installation of this artwork subject to confirmation of agreement of projected life of artwork and of responsibility for annual maintenance costs with relevant department.
 - **Cultural Hub, Quick Wins:** approve the installation of the proposed temporary artistic interventions from July to October 2017, in and around the Cultural Hub area, subject to relevant planning being obtained and resident consultation sought.

Main Report

Background

1. The City Arts Initiative was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. Your Committee appointed your Chairman, Deputy Chairman and Mrs Barbara Newman to sit on the City Arts Initiative in the 2015/16 Committee year.
3. Apart from officer time handling enquiries and looking after the installations, there are no resource implications other than where specifically noted.

Current Position

4. The CAI met on 2 June 2017 to consider the proposals outlined below.
5. Full details of all the applications to the CAI are available on request from the Assistant Town Clerk and Cultural Hub Director.

Proposals

Art Night, Gunes Terkol

6. Art Night is a free contemporary arts festival that transforms London for one summer night. Each year, a leading cultural institution and curator are invited to work in a different area of London, exploring its history, culture and architecture.
7. Art Night 2017, curated by Fatos Ustek with the Whitechapel Gallery, will take place in the City of London and the East End, activating 10-12 iconic or unusual venues. The trail will connect the busy areas of Brick Lane, Spitalfields and Tower Bridge through Aldgate and Whitechapel, to create a stronger sense of destination and highlight their extraordinary history and heritage.
8. The CAI received a resubmission of a proposal initially considered at the January 2017 CAI meeting for the creation and installation of a permanent mural in the Middlesex Street Estate developed with local residents, led by Turkish artist Gunes Terkol.
9. The Art Night team and artist, Gunes Terkol, have been working with the residents and with the City Corporation's Housing Team on the development of the proposal for this mural.
10. The CAI were supportive of the more detailed re-submission with images of the proposed site and of the design for the mural and noted that the mural would enliven and bring some much needed colour to the area.

11. Some minor concerns were raised over responsibility for the required annual maintenance of the artwork; and, bearing in mind the porous nature of the concrete wall site proposed, a projected life-span for the artwork, both of which are not covered in the application.
12. The CAI recommends the mural for approval subject to confirmation of agreement of projected life-span of artwork and of responsibility for annual maintenance costs with the relevant department.

Cultural Hub, Quick Wins, Phase 1

13. Timed to coincide with the launch of the Cultural Hub in July 2017, it is proposed that a number of temporary artistic interventions be installed in the Cultural Hub area:
 - a. *Shadowing*, Chomko & Rosier, uses existing streetlights to install a device to record and playback the shadows of those who have passed underneath.
 - b. *Folk in a Box*, this tiny performance venue, proposed for 6 streetlights on Cromwell Place, has a proven track record of providing unique and moving performance experiences for audiences in festival and installation settings in the UK and internationally. Audiences experience a one-on-one live music performance, giving them an unforgettable musical moment to take with them, and opening up audience response and feedback afterwards as well. For those not engaging in the experience, the 'Box' also provides an engaging focal point to encourage curiosity in the Cultural Hub and aid way-finding to the Barbican Centre and GSMD main entrances.
 - c. Morag Myerscough is a high-profile arts and design professional who is very experienced in producing large scale artistic interventions in the public realm. Her work, proposed for Silk Street and the Smithfield Rotunda Garden, would provide an immediate and visible impact within the Cultural Hub area, marking it out as a creative destination, aiding way-finding for visitors and visually connecting the East-West spine of the Cultural Hub.
14. *Shadowing* and Morag Myerscough's installations are proposed to be in situ from 20 July to late October 2017. *Folk in a Box* is scheduled for a two week installation across August/early September 2017 only. Performances will be scheduled in two hour sessions during the day. The suggested format is for one lunchtime session and one late afternoon session per day, Wednesday – Sunday.
15. CAI were supportive of these proposals but raised concerns that residents were to be consulted and that relevant planning approval sought, noting that some of the sites contain listed features.
16. It was confirmed that discussions were underway with Planning and Built Environment colleagues; and that plans for resident consultation were underway.

17. The CAI recommends the Cultural Hub, Quick Wins Phase 1 proposal for approval, subject to relevant planning agreement and resident consultation.

Corporate & Strategic Implications

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

Conclusion

19. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 2 June 2017.

Background Papers

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

Alex Hugo

City Culture Executive

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Agenda Item 8

Committee	Dated:
Public Relations and Economic Development Sub Committee (for Decision) Culture, Heritage and Libraries Committee	8 th June 2017
Subject: Standalone Website Policy	Public
Report of: Director of Communications	For Information

Summary

After a short review of our websites and digital platforms it was found there was no policy setting out how and when City of London Corporation institutions can set up standalone websites.

This report seeks to remedy this situation by setting out clear policy and procedures that must be followed before any owned or wholly-funded City Corporation institution can set up its own website or other digital platform.

The procedures are designed to protect our reputation, our logo and identity, our editorial standards, the credibility of the City Corporation website and the security of our systems.

Recommendation(s)

Members are asked to agree the new policy, detailed below, setting out when and how institutions owned or wholly-funded by the City of London Corporation can set up standalone websites or digital platforms.

Main Report

Background

1. Responsibility for the management of the Publishing Team which includes staff running the City Corporation's website and intranet was given to the Director of Communications from the retiring Deputy Town Clerk on October 1st 2016.
2. A short review found there was no policy around what permissions were needed or what process were to be followed if City of London Corporation institutions wanted to set up their own website separate from the City Corporation website.
3. This has led to a confused situation illustrated by the below:
4. Tower Bridge, the Barbican, Billingsgate Market and our schools have their own standalone websites

5. Epping Forest, Heathrow Animal Reception Centre and Guildhall Art Gallery do not.
6. Keats House recently wanted its own website to drive increased visitor numbers and income arguing the City Corporation website was an odd home to find information about a museum in Hampstead. However attempts to set up this website have met resistance over fears it would dilute the City Corporation brand.
7. Leadenhall Market, which generates £2.8million of income per year for City, was given permission to set up its own independent and dedicated website in order to be seen as a credible retail centre.

Policy

8. The Director of Communications would like to resolve this situation by setting out a new policy and procedures to be followed before new websites and other digital platforms can be set up.
9. The policy and procedure is set out below:
 - a. We recognise the City's Corporation's businesses and institutions greater and growing need to set up their own websites and other digital platforms to promote their individual businesses and serve their customers.
 - b. However there is also a need to protect our reputation, the logo and identity of the City of London Corporation, the editorial quality and content of individual websites, the security of our IT systems and to ensure there is enough proper content of the City of London Corporation's main website.
 - c. Therefore any owned or wholly-funded City of London Corporation institution wishing to set up a standalone website or digital platform must:
 - i. Submit a report to the Customer Service Group of officers setting out a clear business case for the website, showing it can conform to all requirements applicable to the main site and that the new site has sufficient and ongoing resources.
 - ii. Agree in writing a suitable prominence of the City of London Corporation logo and other branding with the Head of Publishing
 - iii. Agree in writing with the Chief Information Security Officer that the site or platform will meet proper security standards.
 - iv. Agree in writing with the Director of Communications that final editorial control lies with the Communications Team to ensure high-quality content and accessibility of any new websites.
 - d. Only once those permissions are met and Members are informed can a new website or digital platform can be set up.

10. These policy and procedures would also apply when City of London Corporation departments and institutions set up “partnership websites” with other organisations.

Proposal

11. Members are asked to agree to the new policy and procedure setting out when and how institutions owned or wholly-funded by the City of London Corporation can set up standalone websites or digital platforms.

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Committee(s)	Dated:
Culture, Heritage and Libraries	10 July 2017
Subject: Future of the City of London Corporation Members' Pocket Book	Public
Report of: Town Clerk	For Decision
Report author: Julie Mayer – Committee and Member Services Officer	

Summary

For many years the City of London Corporation has produced a hard copy pocket book for Members and Aldermen. In 2014, in response to a request for Service Based Review savings, the Culture, Heritage and Libraries Committee asked for a working party to be set up to look at its long term production.

In January 2015, the Culture, Heritage and Libraries Committee agreed to produce a more cost-effective pocket book, with a 50% saving on production costs, and to defer a decision on future production until after the 2017 City Elections. Members are asked to note that, in 2015, the Aldermen abolished their printed pocket book and, last year, 30% of Common Councilmen did not collect their pocket books.

Whilst some Members like the convenience of a printed pocket book; 28 Members are now completely paperless and most are regular users of their i-pad/i-phone. Both the diary pages and the information pages in the electronic version are easily accessible from an i-pad or i-phone and more efficiently updated. Since 2015, both printed and electronic copies have been provided in tandem and the electronic version has been very well received. If we produce an electronic version in house, using the Committee's agenda production software, the regular updates of the electronic pocket book will be of a higher quality.

Calendar appointments for all meetings are automatically entered and updated into the Outlook diary of all Members who use their "@cityoflondon.gov.uk" email address but if some Members prefer the option of a simple pocket diary; dates can be provided on request. Furthermore, there are now alternative ways of accessing all of the content on the information pages, as this information is readily available on line. Members can easily contact all other Members and Officers via the global email address book.

The pros and cons of the printed pocket book are summarised in Appendix 1 to this report.

Recommendation(s)

Members are asked to approve one of the following two options for the future production of the Members' pocket book:

1. Production of the printed pocket book cease forthwith, to be replaced by an electronic version, circulated at least quarterly, with basic pocket diaries provided to Members on request. (*The saving of £6,000 per annum would contribute towards the 2% efficiency savings required for 2018/19*).
2. All pocket book production cease forthwith, given that all of the information is available on line, with basic pocket diaries provided to Members on request.

Main Report

Background

1. For many years the City of London Corporation has produced a pocket book for Members and Aldermen. In 2014, in response to a request for Service Based Review savings, the Culture, Heritage and Libraries Committee asked for a working party to look at its long term production and possible economies in its production.
2. In January 2015, the Culture, Heritage and Libraries Committee agreed to produce a more cost-effective pocket book, achieving a 50% cost saving, but defer a decision on future production until after the 2017 City Elections. In 2015, the Aldermen abolished their printed pocket book and, in 2016, 30% of Common Councilmen did not collect their books.
3. Whilst we understand that some Members like the convenience of a printed pocket book; 28 Members are now completely paperless, 68% of Members have been issued with i-pads and/or i-phones and, of 152 electronic devices issued to Members, only 17 are inactive. Since 2015, printed and electronic versions of the pocketbook have been provided in tandem and the electronic version has been very well received.
4. The diary pages in the electronic version are very easily accessible from an i-Pad or i-Phone. Calendar appointments for all meetings are automatically entered into the Outlook diary of all Members who use their “@cityoflondon.gov.uk” email address and are automatically updated if there are any changes. Members can easily contact each other and officers in the City of London Corporation via the global email address book. Furthermore, there are now alternative ways of accessing all of the information pages as this information is readily available on line and regularly updated.
5. For the past two years, Committee and Member Services have been providing an electronic (pdf) version of the pocket book, alongside a printed version. However, as we have been working with an external printers’ proof, further edits (beyond very minor updates) have been limited by the range of tools within Adobe software and, as more edits are made throughout the year, the quality of the regular updates is compromised. Despite these limitations, the electronic version of the pocket book has received positive feedback from Members.

Current Position

6. The most obvious advantage to an electronic pocket book is that updates can be made at regular intervals throughout the year, without waiting for an annual reprint, and any errors can be spotted immediately and corrected, whereas the printed version needs continual manual updating by the user.
7. Another limitation of the printed pocket book is that it can only be proofed as an A4 draft. Once one book is printed, cost is incurred for the entire production and, given its small size and complexity; there is a margin for printing slippage errors when the proofs are scaled down. Last year some committee dates on the diary pages slipped, making these entries incorrect. Notwithstanding the risk of print errors, very often the pocket book is out of date as soon as it is delivered to Members, for example, Grand Committee dates are set up to 2 years in advance but there are occasions when we need to change them.
8. From this year, the Committee and Members Services Team will be able to produce an electronic version, using our committee management system's software. In addition to having access to a wider range of editing tools and therefore producing a higher quality document, it can also be bookmarked for easy access on i-Phones and i-Pads. If Members like the convenience of a pocket diary, we can provide one on request. The current version of the pocket book has diary pages up to March 2018.

Options

9. The Committee is asked to consider the following options in respect of future production:
 - (i) That the printed pocket book remain in its current version, at a cost of approximately £6,000 per annum, plus officer time in preparing, proofing and production and additional officer time in creating an electronic version, to enable Members to receive better quality edits than are possible from using a printers' proof.
 - (ii) That production of the printed pocket book cease forthwith, to be replaced by an electronic version, circulated at least quarterly, with pocket diaries provided to Members on request. The saving of £6,000 per annum would contribute towards the 2% efficiency savings required for 2018/19. *If Members are minded to approve the adoption of an electronic pocket book, the Committee and Member Services Team will be happy to receive comments and suggestions on its effectiveness.*
 - (iii) That all pocket book production cease forthwith, given that all of the information is available on line, with basic pocket diaries provided to Members on request.

Implications

12. The cost of printing the pocket book is approximately £6,000 per annum, plus officer time in preparing, proofing and printing. Whilst there will still be officer time required in producing and maintaining an electronic version; keeping this task within the team and maximising the use of our committee management system will be more cost effective, more efficient and result in higher quality edits. However, if we keep both a printed and electronic version there will be additional resource implications.
13. Members are asked to note that the next round of efficiency savings, commencing in 2018/19, will seek to make a 2% budget reduction in each financial year, over a 3 year period, with no inflationary increase, giving an overall cumulative savings requirement of 15%. Members are asked to consider a modern and cost-effective alternative, which will help contribute towards this requirement.

Conclusion

14. Given that the majority of the information contained in the pocket book is now available on line; the ease of use of an electronic pocket book and its accessibility on an i-phone, which is actually less bulky than a pocket book or an i-pad, and the growing appetite for paperless working, Members are asked to give consideration to a more modern approach, which will help to achieve future efficiency savings.

Appendices

Pros and Cons of a printed pocket book diary.

Background information

New Members will be emailed the most recent version of the electronic pocket book, noting that the quality of the edits will improve with the proposals as set out in the report.

If new Members would like to see the 2016 edition of the hard copy pocket book, spare copies are available from the Committee and Member Services Team.

Julie Mayer

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APPENDIX

Pros and cons for continuing production of a printed pocket book

Pros

- Some Members like the compactness and convenience of the pocket book and particularly the diary pages.
- Not all Members routinely use IT.
- The pocket book is popular with City of London Corporation partners and stakeholders but, with the Committee's consent, we can circulate an electronic version more widely.

Cons

- The printed pocket book can go out of date very quickly, sometimes even before they are delivered to Members!
- They are becoming less popular, given that 30% of Members did not collect their pocket books last year and the Aldermen abolished theirs in 2015.
- There have been negative comments about the bulkiness of the cheaper hard copy version with cardboard covers.
- Updates can be made to an electronic version at regular intervals throughout the year, without waiting for an annual reprint, and any errors can be spotted immediately and corrected.
- The electronic version, which has been available since 2015, has been well received by Members.
- Of 152 i-phones and i-pads issued to Members, only 17 are inactive. The pdf version and diary pages can be loaded onto iPads and iPhones and bookmarked.
- i-phones are less bulky than pocket books. (If Members prefer a hardcopy diary, we can provide one on request).

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