



Culture, Heritage and Libraries Committee

Date: MONDAY, 4 SEPTEMBER 2017
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

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 10 July 2017.
For Decision
(Pages 1 - 8)
4. **KEATS HOUSE PREMISES LICENCE APPLICATION**
Report of the Director of Open Spaces.
For Decision
(Pages 9 - 12)
5. **KEATS HOUSE ACCESS IMPROVEMENTS FUNDED BY CAMDEN COMMUNITY INFRASTRUCTURE LEVY (CIL) FUND**
Report of the Director of Open Spaces.
For Decision
(Pages 13 - 16)
6. **CENTRAL GRANTS PROGRAMME - INSPIRING LONDON THROUGH CULTURE: RECOMMENDATIONS TO CULTURE, HERITAGE AND LIBRARIES COMMITTEE**
Report of the Assistant Town Clerk/Cultural Hub Director.
For Decision
(Pages 17 - 42)
7. **PROPOSED ARTWORKS FOR BLACKFRIARS EMBANKMENT FORESHORE**
A presentation from the Public Arts Consultant, Thames Tideway.
For Information
8. **SCULPTURE IN THE CITY 2107 UPDATE**
A presentation from the Assistant Director, Department of the Built Environment.
For Information
9. **BARBICAN AND COMMUNITY LIBRARIES**
A presentation from the Head of Barbican and Community Libraries, Community and Children's Services.
For Information
10. **BARBICAN AND COMMUNITY LIBRARIES CUSTOMER SURVEY**
Report of the Director of Community and Children's Services.
For Information
(Pages 43 - 56)

11. **CITY OF LONDON CORPORATION CULTURAL STRATEGY**
Report of the Assistant Town Clerk and Cultural Hub Director.
For Decision
(Pages 57 - 72)

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

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

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

For Decision

Part 2 - Non-public Agenda

15. **NON PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 10th July 2017.
For Decision
(Pages 73 - 74)

16. **LICENCE FOR FRIENDS OF GUILDHALL ART GALLERY TO SITE DONATION BOXES ON GUILDHALL ART GALLERY PREMISES**
Report of the Assistant Town Clerk/Cultural Hub Director.
For Decision
(Pages 75 - 78)

17. **TEN KEATS GROVE, HAMPSTEAD (FORMERLY THE HEATH LIBRARY) PROPOSED LICENCE RENEWAL TO KEATS COMMUNITY LIBRARY**
Report of the City Surveyor.
For Decision
(Pages 79 - 90)

18. **OUTDOOR ARTS PROGRAMME (NEW CITY OF LONDON FESTIVAL MODEL): EVENTS FOR SPRING 2018**
Report of the Assistant Town Clerk/Cultural Hub Director.
For Decision
(Pages 91 - 100)

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**

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Agenda Item 3

CULTURE, HERITAGE AND LIBRARIES COMMITTEE Monday, 10 July 2017

Minutes of the meeting of the Culture, Heritage and Libraries Committee held at Guildhall on Monday, 10 July 2017 at 11.30 am

Present

Members:

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

In Attendance

Officers:

	-	
Peter Lisle	-	Assistant Town Clerk/Cultural Hub Director
Simon Murrells	-	Assistant Town Clerk
Geoff Pick	-	Director of London Metropolitan Archives
Bob Roberts	-	Director of Communications
Colin Buttery	-	Director of Open Spaces
Julie Mayer	-	Town Clerk's
Nick Bodger	-	Town Clerk's
Andrew Buckingham	-	Town Clerk's
Steven Chandler	-	City Surveyor's Department
Christopher Earle	-	Open Spaces
Mark Jarvis	-	Chamberlain's
Sara Pink	-	Town Clerk's
Julie Mayer	-	Town Clerk's
Elizabeth Scott	-	Town Clerk's

1. APOLOGIES

Apologies were received from Deputy the Revd Stephen Haines, Deputy Tom Hoffman and Thomas Clementi.

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

In respect of Agenda Item 18 on the Non-Public section of the agenda, '*Permitted Filming and Photography for Advertising Purposes on Tower Bridge*', Members were reminded of the charitable function of Tower Bridge and their duties as Trustees of the City Bridge Fund.

3. MINUTES

The minutes of the meeting held on 30 May 2017 were approved, subject to noting the following points:

- Mr Simons had given apologies for this meeting.
- The Deputy Chairman asked for thanks to be recorded for former Common Councilman, Mrs Anne Pembroke, for raising the issue in respect of the lavatories at Artizan Street Library.

4. MINUTES OF THE BENEFICES SUB COMMITTEE

The draft public minutes and non-public summary of the meeting held on 1st June 2017 were approved.

5. FINANCIAL OUTTURN 2016/17

The Committee received a 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 in respect of the Revenue Outturn for 2016/17.

In response to questions, the following points were noted:

- In noting the 2% efficiency savings required for 2018/19, Members were concerned that, with inflation, this would be significantly higher. Members asked officers to be mindful of the impact on front-line services, which had already been affected and asked that further savings be applied fairly.
- Officers had not been aware of the hoardings at Fish Street until they appeared and, therefore, were only able to mitigate their impact on access to the Monument. The Department of Open Spaces was working with the Department of the Built Environment on lessons learnt. Members noted that Tower Bridge had good communications with TfL and had been able to reduce the impact on visitor numbers during the recent roadworks on the Bridge.
- The Town Clerk agreed to investigate the public scanner at the Barbican Library, which had been out of action.

RESOLVED, that – the report be noted.

6. **CULTURAL HUB PUBLIC REALM TEMPORARY ARTISTIC PROJECTS: LOOK AND FEEL 'QUICK WINS' PHASE 1**

The Committee received a report of the Director of the Built Environment, which provided Members with an update on the public realm 'quick wins' for the Cultural Hub area of the City.

In respect of the consultation stage, the Assistant Town Clerk/Cultural Hub Director advised that initial consultation with the Barbican Association had commenced and agreed to find out the timescales for the Barbican, Golden Lane and the areas surrounding St. Bartholomew's Hospital. Members noted that that the Cultural Hub and Low Emission Neighbourhood teams had been working together as some areas of work overlapped.

In respect of the Cultural Hub Media Launch at 10 am on 20 July, the Director of Communications advised that, whilst Members were welcome, it would be a low key event, with about 15 journalists present.

RESOLVED, that – the report be noted.

7. **CITY ARTS INITIATIVE RECOMMENDATIONS**

The Committee considered a report of the Assistant Town Clerk and Cultural Hub Director in respect of recommendations from the City Arts Initiative. In response to a question about sharing graphics from artworks with Members, in advance of the Meeting, the Committee were reminded of the City of London Corporation's initiative to reduce printing costs and paper wastage by keeping reports as brief as possible. However, the Town Clerk could email supporting graphics and artworks to Members with the electronic agenda packs.

RESOLVED, that :

The City Arts Initiative's recommendations in relation to the following proposals be ratified:

- **Art Night, Gunes Terkol:** approve the creation and installation of this artwork, subject to confirmation of agreement of projected life of artwork and responsibility for annual maintenance costs with the 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 consents being obtained and resident consultation sought.

8. STANDALONE WEBSITE POLICY

The Committee received a report of the Director of Communications in respect of the Standalone Website Policy, which had been approved by the Public Relations and Economic Development Sub Committee on 8th June. The Chairman of the IT Sub Committee was present and asked that before any new web sites were implemented that officers should check with the IT division, to ensure there would be no systems issues.

RESOLVED, that – the report be noted.

9. MONUMENT VISITOR CENTRE

The Head of Tower Bridge was heard in respect of the Monument Visitor Centre, which had been approved by the Culture, Heritage and Libraries Committee earlier this year. Whilst confident about income generation, the Head of Service advised Members that a more comprehensive cost appraisal, than that specified in the original feasibility study, would be undertaken by the City Surveyor; after the project had been submitted for entering the Gateway process at the 18th July meeting of the Projects Sub Committee. Following this, a detailed design and full options appraisal would also be carried out and submitted to the Projects Sub and Culture, Heritage and Libraries Committees by the end of this calendar year. Members noted that the Feasibility Study had included income projections and the local appetite for the centre.

Members welcomed this update and noted the potential enhancements to income, security, accessibility, educational facilities, outreach work and the visitor experience generally. The Head of Tower Bridge offered to speak to new Members of the Committee about the project.

10. REVIEW OF THE CITY OF LONDON CORPORATION POCKET BOOK

The Committee considered a report of the Town Clerk in respect of future production of the City of London Corporation Member's pocket book. Members discussed the pros and cons, as set out in the appendix to the report, and during the discussion, the following points were raised.

- It was difficult to justify the need for a printed pocket book as all the information was now available on line. Often, the printed pocket book is out of date as soon as it is produced.
- A lot of the information on the web site is difficult to locate so, the electronic pocket book should be retained.
- The cultural posterity of the printed pocket book. The Director of London Metropolitan Archives agreed to find out when the first City of London Pocket Book had been printed.
- The impact on those Members who do not use the City of London Corporation's Outlook calendar and the usefulness of the pocket book as back up in the event of systems failures. The Chairman of the IT Sub

Committee was present and commented that the IT Transformation programme would seek to address these concerns.

- Whilst the pocket book can be easily accessed on an iPhone or iPad some Members prefer the convenience and compactness of the pocket book.

It was Proposed by Jeremy Mayhew, Seconded by Deputy David Bradshaw and RESOLVED, that:

1. Whilst the proposal to move towards a more modern and efficient alternative to a printed pocket be supported in principle, Members sought assurance as to the robustness of the City of London Corporation's IT systems and, in particular, its support of the most commonly used non-City applications. (In particular, the ability to be able to export Outlook calendar meeting data into other commonly used calendars such as Apple and Gmail is key). Once this had been achieved, via the IT Transformation Programme, then Members would consider the proposal again.

RESOLVED, that:

2. The printed City of London Corporation Pocket Book be retained, for the time being (pending improvements arising from the IT Transformation Programme) alongside an electronic version.

11. UPDATE ON RECENT EXHIBITIONS:

Members received 2 presentations in respect of recent exhibitions at the Guildhall Art Gallery and the London Metropolitan Archives.

Guildhall Art Gallery

Members particularly noted the success of the recent 'Echoes' exhibition and were shown visitors' messages about their relatives' experience during the Great War and positive comments about the exhibits. The Deputy Chairman appealed for more Committee Members to join 'Friends of Guildhall Art Gallery'.

London Metropolitan Archives

Members particularly noted '950 Years of London Archives' and 'Life on a London Stage' and the Director advised that he would provide the Committee with an update on digital transformation in the autumn. The Chairman highly recommended a visit to the LMA for the new Members on the Committee.

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

A Member commented on the success of the City's Annual Beer Fest, which had been running for 5 Years, and had been held last week in the Guildhall Yard. The event had brought 1,000 people into Guildhall Yard, many of whom were young City workers and tourists who might not otherwise visit Guildhall.

The Member offered to speak to the Head of Visitor Services about future initiatives.

13. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no public items of urgent business.

14. 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.

<u>Item No.</u>	<u>Paragraph No.</u>
15 – 20	3
21	1, 2

15. NON-PUBLIC MINUTES OF THE BENEFICES SUB COMMITTEE

Members received the non-public minutes of the Benefices Sub Committee held on 1 June 2017.

16. TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - GATEWAY 3/4 - OPTIONS APPRAISAL

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 at Tower Bridge.

RESOLVED, that - the report be noted.

17. TOWER BRIDGE AND MONUMENT PERFORMANCE REPORT APRIL 2016 TO MARCH 2017

Members received a report of the Director of Open Spaces in respect of performance and Tower Bridge and the Monument from April 2016 to March 2017.

RESOLVED, that - the report be noted.

18. PERMITTING FILMING & PHOTOGRAPHY FOR ADVERTISING PURPOSES ON TOWER BRIDGE

Members received a report of the Director of Open Spaces in respect of permitted filming and photography for advertising purposes on Tower Bridge, which had been approved by the Public Relations and Economic Development Sub (of the Policy and Resources Committee).

RESOLVED, that - the report be noted.

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

There were no questions.

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

Two items of urgent business were considered while the public was excluded.

21. **CONFIDENTIAL MINUTES**

Members approved the confidential minutes of the meeting held on 30 May 2017.

The meeting ended at 12:50 pm

Chairman

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

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Committee(s)	Dated:
Culture, Heritage and Libraries	04092017
Subject: Keats House Premises Licence Application	Public
Report of: Director of Open Spaces	For Decision
Report author: Vicky Carroll, Principal Curator of Keats House	

Summary

Keats House wishes to submit an application to the London Borough of Camden for a Premises Licence covering Keats House, the Library building and the Keats House garden. The primary purpose is to enable the sale of alcohol during public and private events, thereby supporting income generation for Keats House.

In particular, obtaining a Premises Licence will enable Keats House to tender for an events management company to promote, coordinate and provide catering for private hire clients. This will improve the service and it is estimated that it could increase earned income by £10,000 to £12,000 per year, with the potential for further growth in future. The cost of the application is £190 and there will be an additional one-off cost in the region of £500 for placing a notification of the application in a local newspaper.

It is proposed to request a Licence to sell alcohol Monday to Sunday between 10am and 11pm. In practice, alcohol would be sold at specific events which would be restricted to take place within these times. It is proposed to include the screening of films on the Licence application so that relevant films could occasionally be shown as part of the public events programme. The playing of live or recorded music would not be included on the application as this is now deregulated if it takes place before 11pm.

Recommendation(s)

Members are asked to:

- Approve the submission of an application to the London Borough of Camden for a Premises Licence for Keats House.

Main Report

Background

1. Keats House already has a lively programme of over 100 public events per year. For some events, such as poetry readings and book launches, wine is currently provided free of charge. This is because authors and audiences expect alcoholic drinks to be served at such events and without a Premises Licence Keats House is unable to charge for them. For larger events, such as the popular 'Late Night Keats' series, Temporary Event Notices are obtained and alcoholic drinks are sold at a pop-up bar.
2. Since 2015 Keats House has been expanding its private hire business in order to increase earned income. Currently, clients can hire rooms and are able to bring and serve their own alcoholic drinks at private events such as birthday parties (subject to strict rules to ensure the care and conservation of the buildings and collection). Private hire is coordinated by the Keats House team and is reaching capacity due to staffing constraints. Keats House does not currently have a commercial arrangement with an events management company or caterer as this would require a Premises Licence.

Current Position

3. Keats House is required to continue to increase its earned income to offset future funding reductions, to maintain a high-quality visitor experience, and to develop the public offer and education programme.
4. In 2016-17 Keats House earned £17,994 from private hire.
5. There is an opportunity to expand the private hire business through engaging an events management company (through a competitive tender process) to help promote, coordinate and deliver events. Room hire fees would continue to be paid directly to Keats House, and the events company would be expected to pay a percentage of their sales to Keats House.
6. In addition, the ability to sell alcoholic drinks at public events would help to cover the costs of delivering the public programme.
7. A Premises Licence is required to achieve the above.

Options

8. The application fee for a Premises Licence is £190. There would be a one-off cost of around £500 for placing a notification of the application in a local newspaper.
9. It is difficult to estimate the impact on private hire income of engaging an events company before a competitive tender process has been completed. However, increasing private hire by 50% would generate around £9,000 in additional income from room hire. On top of this, Keats House would expect to receive a percentage of sales for catering, furniture hire and other services provided to the client by the events company. The full benefit could be in the region of £10,000 to £12,000 per year with the potential to increase further in the future.

10. In addition, the sale of alcoholic drinks at public events would enable Keats House to make a modest profit on wine sold at poetry readings and book launches, rather than incurring the costs associated with providing refreshments for free. This benefit would be in the region of £1,000 - £2,000 per year.
11. Proposals to obtain a Premises Licence have been discussed with the Keats House Consultative Committee, who are supportive.
12. Informal discussions seeking advice on the application have been held with the City of London Corporation's Licensing team and event caterers. The London Borough of Camden have been approached to request a pre-application discussion; a response is yet to be received.

Proposals

13. It is proposed to submit an application to the London Borough of Camden for Premises Licence to allow the sale of alcohol Monday to Sunday from 10am until 11pm. In practice, alcohol would be sold on an occasional basis for specific events, which would be restricted to take place within these times.
14. It is proposed to include the screening of films on the licence application so that relevant films can occasionally be shown as part of the public events programme without the need for a separate licence.
15. The playing of live or recorded music will not be included on the application as this is now deregulated if it takes place before 11pm.
16. The need to minimise the impact on local residents has been considered in the preparation of the operating schedule – in particular by specifying an 11pm finish time for licensable activity, by ensuring that outdoor events finish by 10pm, and by ensuring that windows and doors are kept closed after 10pm if amplified music is being played.
17. The licence application will be subject to a statutory consultation process. In advance of this, it is proposed to send a letter to residents in neighbouring properties informing them of the plans and advising how they can participate in the statutory consultation.
18. Current restrictions on appropriate use of Keats House and the Library building for private events – including restrictions on numbers of guests, event location and the types of food and drink which can be served – would be maintained in order to ensure the care and conservation of the listed buildings and the collection.
19. The Principal Curator of Keats House, who is a Personal Licence Holder, would be the Designated Premises Supervisor.

Corporate & Strategic Implications

20. An application for a Premises Licence will support the objective of Keats House to increase earned income.
21. It is anticipated that there may be objections from some local residents to the application. These will be managed through the statutory consultation process.

Conclusion

22. Obtaining a Premises Licence for Keats House is key to diversifying income streams and ensuring the ongoing financial sustainability of Keats House, enabling it to continue to provide a high-quality visitor experience and excellent public and education programmes.

Appendices

- None

Vicky Carroll

Principal Curator, Keats House

T: 020 7332 1818

E: vicky.carroll@cityoflondon.gov.uk

Committee(s)	Dated:
Culture Heritage and Libraries Committee	04 09 2017
Subject: Keats House Access Improvements funded by Camden Community Infrastructure Levy Fund	Public
Report of: Director of Open Spaces	For Decision
Report author: Vicky Carroll, Open Spaces & Heritage Department	

Summary

Keats House has been successful in obtaining a grant of £58,500 from the London Borough of Camden's Community Infrastructure Levy Fund towards a £65,000 project to improve public access.

The project will:

- Improve the visitor entrance to the garden eliminating flooding issues
- Install path lighting to allow safe and welcoming access in hours of darkness
- Refurbish the toilets

The remaining funding for the project is coming from the City Surveyor's CWP budget (£5,000 allocated to toilet refurbishment) and the Keats House local risk budget (£1,500).

As the value of the project is over £50,000 the project needs to go through the Gateway process. Approval is sought from the Culture, Heritage and Libraries Committee to proceed through the Gateway process.

Recommendation(s)

Members are asked to:

- Approve the progression of the project via the Corporate Project Procedure.

Main Report

Background

1. In November 2016 Keats House applied to the Camden Community Infrastructure Levy Fund for funding for a project to address three key access issues at Keats House: redevelopment of the external visitor entrance to make it more welcoming and address flooding issues; provision of external path lighting; and refurbishment of the external toilet block.

2. Proposals were voted on by local residents and the Keats House application was successful in being allocated funding.
3. A grant of £58,500 was awarded towards a total project cost of £65,000. A further £5,000 – allocated to toilet refurbishment – is being contributed from the City Surveyors Department, Keats House Cyclical Works Programme (CWP) budget; £1,500 is being allocated from the Keats House local risk budget.
4. The project has been discussed with the Keats House Consultative Committee, who are supportive of the developments. The Keats Community Library is also supportive.

Current Position

5. Keats House has a number of issues which impact negatively on the visitor experience and cause barriers to access, namely:
 - The main, step-free visitor entrance to the garden floods in wet weather and is unwelcoming and poorly signed;
 - There is no external lighting at the front of Keats House so visitors coming on winter evenings or attending evening events have difficulty navigating their way to the entrance at the back of the house;
 - The toilets are in need of refurbishment.
6. Keats House has obtained external funding which will cover the majority of costs for a project to rectify these issues.
7. There are two phases to the project:
 - Phase 1 – design, costing, consultation and obtaining necessary permissions for the project
 - Phase 2 – delivery of works
8. A competitive tender process has been carried out to identify an architect to carry out Phase 1, with support from Procurement and City Surveyors. Approval has been requested from Camden to spend the first tranche of funding so the architect can be formally appointed. This is subject to approval of a Gateway 1 and 2 report by the Corporate Projects Board and Projects Sub Committee.
9. The project is being managed by the Principal Curator of Keats House with support from City Surveyors.
10. Design and works are expected to be carried out from September 2017 – March 2018.

Options

11. Because the value of the project is over £50,000 it has to go through the City of London Corporation Gateway process. Approval is requested from the Culture Heritage and Libraries Committee to allow the project to proceed through the gateway process.

Corporate & Strategic Implications

12. The project supports the delivery of the Keats House Forward Plan. In particular it supports objective 4: To care for and improve access to our Grade I listed building and collection.

Implications

13. This is an excellent opportunity to improve the facilities at Keats House through the investment of external grant funding.

Conclusion

14. This project will significantly improve access and visitor facilities at Keats House, and is to be primarily funded through an external grant. Approval is sought to enable it to proceed through the Gateway process.

Appendices

- None

Vicky Carroll

Principal Curator, Keats House

T: 020 8332 1818

E: vicky.carroll@cityoflondon.gov.uk

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision	04/09/2017
Subject: Central Grants Programme – <i>Inspiring London through Culture</i> : recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley, Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Alex Hugo, City Culture Executive	

Summary

The *Inspiring London through Culture* funding theme, which forms part of the Central Grants Programme (CGP), opened to applications on 15 August 2016.

The second round for applications under this theme closed on 29 June 2017. Applications were assessed by a panel of expert officers and external assessors on 28 July 2017 following due diligence checks by the City’s Central Grants Unit (CGU) which also oversees the scheme in consultation with the Head of Charity and Social Investment Finance in the Chamberlain’s Department. This report recommends grant decisions following that meeting.

The report also seeks your Committee’s approval for a change-of-use application received after the panel sat. The application is from London Symphony Orchestra who received approval of £7,500 from your Committee in January of this year for their *Orchestrating Moments* project. Due to escalating costs, the original scope for this work has changed and a new project plan with the same outcomes is now proposed. Your officers have checked that the application is aligned with the grant criteria for *Inspiring London through Culture* and recommend this request is approved.

Recommendations

Members are asked:

- To review and approve the recommendations for applications received under the *Inspiring London through Culture* funding stream, a part of the City Corporation’s Central Grants Programme.
- To approve the change-of-use application from the London Symphony Orchestra

Main Report

Background

1. On 7 March 2016, your Committee delegated authority to the Town Clerk, in consultation with your Chairman and Deputy Chairman to agree the sub themes and eligibility criteria (see appendix 1) for the proposed grant giving theme of *Inspiring London through Culture*, subject to your Policy and Resources Committee approving that theme, which they agreed at their meeting on 19 May 2016.
2. Overseen by the City's Central Grants Unit (CGU), the grant assessment process for this and other themes in the programme draws on the Unit's expertise in the field of grant-making and demonstrates good practice.
3. Prior to grant applications being submitted to this Committee for approval, each has undergone a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria, this includes a financial assessment by the Head of Charity and Social Investment Finance within the Chamberlain's Department. All eligible applications were then considered by a panel of expert officers and external assessors.
4. The former Director of Culture, Heritage and Libraries appointed your Head of Cultural and Visitor Development to chair this panel and appoint panellists with appropriate knowledge; this arrangement continues under the Assistant Town Clerk and Cultural Hub Director.
5. The panel met on 28 July 2017. It comprised City Corporation officers, these being: the Head of Cultural and Visitor Development (chairman); the Open Spaces Business Manager; the Head of Guildhall Art Gallery; the Director of Arts, Barbican; and the Strategic Partnerships Manager - Cultural Hub, Barbican Guildhall Creative Learning; as well external assessors: the Chief Digital Officer at London & Partners; and the Senior Manager, Creative & Cultural Industries at the Greater London Authority.
6. For this, the second *Inspiring London through Culture* funding application round, the City Corporation received 8 applications totalling £47,383. Of these, 7 applications were presented to the panel totalling £41,383, the others having withdrawn or having failed the grant criteria.
7. The budget for the *Inspiring London through Culture* funding stream is £69,137 for 2017/18. Consideration was made at the Assessment Panel that enough budget is left for the final grant round that will take place in December 2017.
8. Apart from officer time handling enquiries, all resource implications are budgeted for within the *Inspiring London through Culture* grant fund.
9. A late application for change-of-use of a grant awarded to the London Symphony Orchestra in January of this year was received by your officers after the assessment panel sat. It has not been possible to canvas the panel's

views but the new application aligns with the grant-making criteria and delivers the same outcomes as per the previous application; thus your officers recommend that this change-of-use is approved. This has no impact on the funding figures described above as the grant has already been subtracted from the remaining grant pot figures.

Current Position

10. Summary assessment reports of the all recommended applications to the *Inspiring London through Culture* grant scheme are given in the appendices with details of all applications available on request from the Assistant Town Clerk and Cultural Hub Director.
11. It is proposed that grants totalling £18,383 be awarded as per the recommendations outlined in the appendices. This leaves £50,754 from this year's allocation to be made available for the December 2017 grant round.
12. It is proposed that the new application from the London Symphony Orchestra for a change of use for the grant of £7,500 awarded to them in January is also approved. The application summary sheet is shown in appendix 4.

Corporate & Strategic Implications

13. The Central Grants Programme *Inspiring London through Culture* funding stream was created to promote a fair system of grant giving by the City Corporation in the cultural context.
14. The recommendations of the panel support the funding criteria and, in turn, the City Corporation's Corporate Plan by "maximising the opportunities and benefits afforded by our role in supporting London's communities" as well as the delivery of the City's Cultural and Visitor Strategies.

Conclusion

15. This report summarises the discussions of the *Inspiring London through Culture* grants assessment panel and presents recommendations in relation to the applications considered on 28 July 2017.

Appendices

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

- Appendix 4 – *London Symphony Orchestra*: change-of-use project outline and recommendation to the Culture, Heritage and Libraries Committee

Background Papers

Full details of the all applications to the *Inspiring London through Culture* grant scheme are available on request from the Assistant Town Clerk and Cultural Hub Director.

Alex Hugo

City Culture Executive

T: 020 7332 3567

E: alex.hugo@cityoflondon.gov.uk

FOREWORD BY
Charles Bowman

PREFACE BY
*The Master of
the WCCA*



THE
LIVERY HALLS
OF THE CITY OF LONDON

ANYA MATTHEWS & HENRY RUSSELL

PHOTOGRAPHY BY
Andreas von Einsiedel
Page 21

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Page 82

THE LIVERY HALLS OF THE CITY OF LONDON

ANYA MATTHEWS & HENRY RUSSELL

*FOREWORD BY
Charles Bowman*

*PREFACE BY
The Master of the WCCA*

*PHOTOGRAPHY BY
Andreas von Einsiedel*

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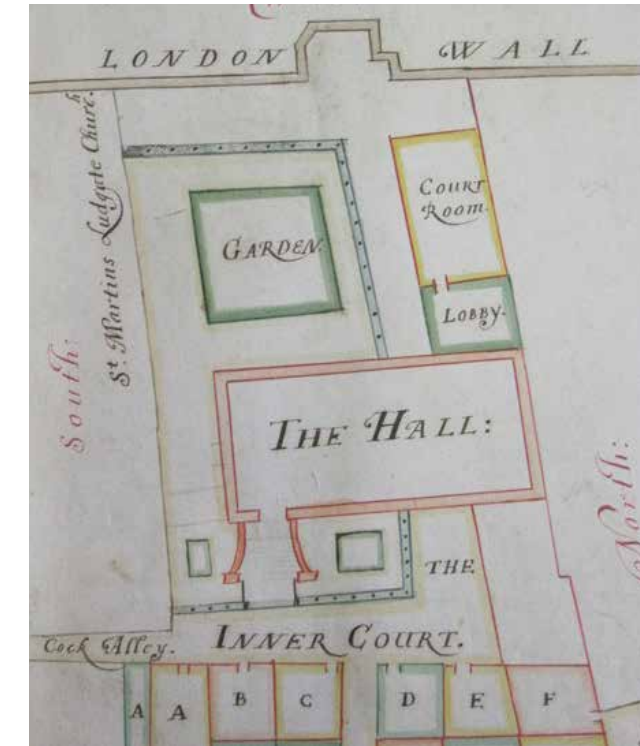
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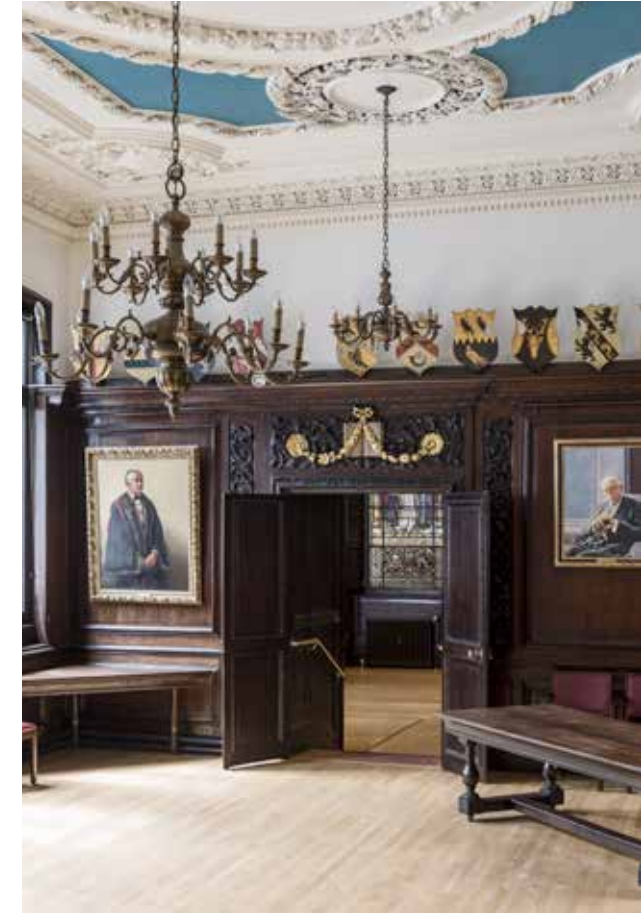
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The Livery Halls of the City of London

Anya Matthews and Henry Russell

Foreword by Charles Bowman

Preface by the Master of the WCCA

Photography by Andreas von Einsiedel

For more than 600 years livery companies have played a leading role in commercial activities and social and political life in the City of London. These trade associations, each representing a particular craft or profession, were originally responsible for controlling, for example, wages and working conditions. Their headquarters – the livery halls – evolved from large medieval townhouses to become an identifiable building type paralleled only by the guild houses of northern European mercantile cities and the Venetian *scuole*. This beautiful book is the first major exploration of these architecturally significant buildings. Dr Anya Matthews, who has studied the halls in depth, provides an introduction and an illustrated history of the buildings that have been lost over the centuries, while Henry Russell surveys each of the 40 present-day halls, from the Master Mariners in the west to the Coopers in the east. All existing livery halls have been photographed especially for the project by the renowned interiors photographer Andreas von Einsiedel, making this a truly outstanding publication.

- A landmark celebration of the remarkable livery halls – both extant and lost – of the City of London
- With specially commissioned imagery by the leading interiors photographer Andreas von Einsiedel
- Features in-depth entries on the 40 existing halls, as well as an illustrated history of the lost buildings

ANYA MATTHEWS is an architectural historian who has researched and written widely on the livery halls of London.

HENRY RUSSELL is a historian who has contributed to numerous newspapers and periodicals, including *The Times* and *Financial Times* magazines. He is the author of more than 20 books on subjects ranging from early medieval fortifications and Wren's Royal Hospital Chelsea to etiquette and contemporary interior design.

CHARLES BOWMAN is a Senior Partner at a major accountancy firm. A member of the Court of the Worshipful Company of Grocers and a liveryman of the Worshipful Company of Chartered Accountants in England and Wales, he has fulfilled a number of important civic roles in the City of London.

ANDREAS VON EINSIEDEL specializes in interiors photography and is a regular contributor to such periodicals as *World of Interiors*, *House & Garden* and *Architectural Digest*.

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288 pages

30.5 x 25 cm (9¾ x 12 in)

350 colour illustrations, 1 map

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CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture Clio's Company (Ref: 14165)

Amount requested: £7,500

Amount recommended: £7,500

Purpose of grant request: £7,500 to support the writing, rehearsal and development of props and costumes for a new production looking at the City and London in the late Saxon era.

The Charity

Clio's Company (CC) specialise in site-specific theatre, theatre in education, live improvisation and training. A theatre company and registered charity their work draws its inspiration from theatre and historical research. A high proportion the charity's projects focus on some aspect of the history of London. All of their projects are delivered by experienced actor-teachers, creating an interactive learning experience. CC's have a longstanding partnership with All Hallows by the Tower where the majority of their projects are delivered.

Background and detail of proposal

CC deliver three performance programmes for primary school children each year. Each performance programme is delivered at the All Hallows by the Tower who the theatre company has a long standing relationship with. Each of the performances focus on a different period in London's History bringing to life some of the stories of the time. CC has been delivering immersive theatre experiences for many years and have covered topics from the Romans, Tudors and London during the Blitz. Our funding is sought to develop a performance that focuses on London in the late Saxon era.

The charity delivers a range of performances for groups of primary school children from Newham and Tower Hamlets. To fit with the changes in the History curriculum schools are requesting an immersive play that focuses on the Late Saxon era. Funding is sought to help develop a performance that will be delivered for schools in spring 2018. Our funding is being requested for the writing, consultation, costume and resource development that are essential for the delivery of the performances. This programme will bring primary school children who may have never visited the City and will inspire them about the History of London through improvised performance and storytelling.

Financial Information

CC's annual returns are overdue on the Charity Commission website. The Charity is chasing their accountant to rectify this. Turnover is expected to drop in 2017 due to a Heritage Lottery (HLF) Grant coming to an end. Another bid is currently being

assessed by HLF which will increase the charity's turnover in 2018. They have very low organisational overheads and tend to deliver work that has been fully funded.

Year 31 August	2015 Independently Examined Accounts	2016 Independently Examined Accounts	2017 Budget
Income	47,160	38,086	32,000
Expenditure	55,893	30,823	26,000
Surplus/deficit	(8,733)	5,263	6000
Free reserves (number of month's expenditure)	(12,532)	3,003 (1.2)	9,003 (4.2)

Recommendation

CC has been delivering historical improvised performances to primary school children for nearly two decades. This project is looking for funding to support the development of a new performance that will focus on the late Saxon era in London's History. Once developed CC will deliver a number of full day performances and workshops to primary school children from nearby boroughs. The budget for this project is to develop the performance and to develop the props, costumes and teaching materials. This project fits well with the criteria for this programme as it will enhance public benefit in the City through Culture and Heritage. Funding is recommended as:

£7,500 to support the writing, rehearsal and development of props and costumes for a new production looking at the City and London in the late Saxon era.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

Told by an Idiot theatre company (Ref: 14166)

Amount requested: £5,000

Revised Budget: £7,436

Amount recommended: £7,500

Purpose of grant request: £7,500 to support the travel and legacy workshops for the Let Me Play Lion project in partnership with the Barbican.

The Charity

Told by an Idiot (TBAI) was established in 1983 to create theatre for national and international touring and for specific spaces. The ethos of the company is to explore the human condition by celebrating and revelling in a style of theatre that is bigger than life. Their performances are often spontaneous and anarchic as they seek to acknowledge the artifice of theatre while making no attempt to put reality on stage. Alongside the touring and stage work they do they also deliver participation work with a range of audiences under the Taught by an Idiot umbrella. The charity has a commitment to accessibility and their participation work consistently informs their production work.

Background and detail of proposal

Let Me Play Lion will be a professional training and performance opportunity run by TBAI in partnership with the Barbican Centre. This project looks to confront the issue that the Performing Arts Industry is lacking diversity on stage. Acknowledging that the industry needs to be more inclusive, this project will work with 12 disabled and non-disabled artists who have a common desire to gain the essential skills they need to create their own work. The project will commence with a call out for participants and an initial audition that will recruit 6 disabled and non-disabled artists. The participants will then engage with TBAI over a two week period of workshops focusing on devising performance and improvisation. The project will culminate with two performances at the Barbican in February 2018. The audience for the performances will be open to the public but specific targeting will be done to get figures from the performing arts industry to attend to demonstrate and shift attitudes of disability and inclusivity on stage. The project will have a legacy for the six months post performance where TBAI will stay in contact with the artists involved offering mentoring and professional development.

The total project cost is £42,000, the charity has already raised £7,500 from Sky Arts 50 and have an in-kind contribution from the Barbican of £9,980. They currently have a number of other funders looking at this work including this bid. At assessment we discussed the budget in more detail and they have since submitted a revised amount. The amended request is for a contribution of £7,436 to fund mainly the travel and subsistence for the artists and their support workers and for the legacy sessions that will take place at the end of the programme. Supporting the travel and

subsistence will be key to the delivery of this project as travel can often be one of the largest barriers to access to projects for disabled people.

Financial Information

TBAI have recently been re-funded by the Arts Council for the next 4 years with a contract of £158,000 each year for their touring work. 2018 projections have demonstrated uplift in their turnover due to taking on new partnerships and contracts. They sit comfortably above their 3 months reserves policy allowing them to designate some of their reserves to a creative fund to support ambitious projects when they arise.

Year 31 March	2016 Independently Examined Accounts	2017 Management accounts	2018 Forecast Accounts
Income	311,279	272,916	335,277
Expenditure	323,953	283,780	344,627
Surplus/deficit	(12,674)	(10,864)	(9,350)
Free reserves (number of month's expenditure)	105,404 (3.9)	94,921 (4)	85,571 (3)

Recommendation

TBAI have a strong track record of delivering programmes that develop participation and break down barriers. This project is looking to confront accessibility to theatre and improve audiences understanding of inclusion on the stage. Working in partnership with the Barbican this project will promote access for all to participate in the City's cultural offer by educating the performing arts industry perceptions of disability and improving audiences understanding of issues around inclusion. During assessment a revised budget was submitted which has been included in the papers. My recommendation is based on supporting the revised budget and rounding it up to match fund the offer from Sky Arts 50. Funding is recommended as follows:

£7,500 to support the travel and legacy workshops for the Let Me Play Lion project in partnership with the Barbican.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture Urbanwise.London (Ref: 14163)

Amount requested: £3,383

Amount recommended: £3,383

Purpose of grant request: £3,383 to support the costs of 10 guided walks in the City of London for 100 West London residents 3 school groups.

The Charity

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

Background and detail of proposal

This application looks to promote access for all to participate in the City of London's Cultural Offer by organising a range of guided walks for West London residents to places of cultural significance in the City of London. This project will target residents from disadvantaged backgrounds in West London who may not have been to or accessed any of the City's cultural institutions before. Using the City of London's Self-Guided walks as a source of reference UL will organise 10 walks in the City between September 2017 and August 2018.

10 of the guided walks being organised will target residents that the charity engage with who may not have visited or know about the City's History and culture. Three additional guided tours will be with primary school children and their teachers looking at sites of interest of the great fire of London. The walks will be advertised amongst local voluntary organisations and across the charity's networks. At assessment they mentioned they would extend their offer to residents in North Kensington who may have been affected by events at the Grenfell Tower. School walks they will receive a small contribution from the schools as well as contributing £500 from their reserves.

Financial Information

Unrestricted free reserves sit at around four months in line with the Charity's reserves policy. They also hold a restricted reserve of £22,352 as contingency if the organisation is required to move premises.

Year 31 March	2016 Independently Examined Accounts	2017 Draft accounts	2018 Budget
Income	119,802	125,318	129,200
Expenditure	119,397	122,789	129,200
Surplus/deficit	405	2,529	0
Free reserves (number of month's expenditure)	39,286 (3.9)	41,815 (4)	41,815 (3.8)

Recommendation

UL have a long history of delivering guided walks in London to local residents in West London. This application will allow them to expand their walks to include the City of London and will draw new visitors to the City to learn about its History and Culture. It is clear that this application fits well with the Criteria of this programme as it will promote access for all to the City of London's Cultural offer and will be using City produced self-guided walks as its reference point. UL will put £500 of their reserves towards this project but the majority of funding for this programme is being requested within this application. As the amount being requested is quite low I would recommend full support for this application as follows:

£3,383 to support the costs of 10 guided walks in the City of London for 100 West London residents 3 school groups.

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Appendix 3 - Inspiring London through Culture: table of grants declined, deferred or withdrawn

Organisation Name	Status	Request Amount	Reason
City of London Sinfonia	Recommended for Rejection	7,500	The application did not demonstrate to officers how it sufficiently met the outcomes of the programme.
Games London	Recommended for Rejection	7,500	The application did not demonstrate to officers how it sufficiently met the outcomes of the programme.
St Stephen Walbrook	Recommended for Rejection	3,000	The application did not demonstrate to officers how it sufficiently met the outcomes of the programme.
Liverpool Arab Arts	Recommended for Rejection	7,500	The application did not demonstrate to officers how it sufficiently met the outcomes of the programme.
Voices of London Festival	Withdrawn	6,000	The application was withdrawn as the work would take before a decision had been made. Funding cannot be awarded retrospectively.

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APPENDIX 4

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY – Inspiring London through Culture

London Symphony Orchestra Limited (13872)

Amount Originally Awarded: £7,500

Variance Requested: £7,500

Amount recommended:£7,500

Purpose of grant request: to fund an interactive digital installation in City locations that engages new audiences in the LSO's 10-day *This is Rattle* celebration.

The Charity

The London Symphony Orchestra (LSO) has been in operation for twelve decades and performs over 120 concerts a year. The orchestra is self-governing and made up of nearly 100 talented players who perform regularly as soloists and in chamber groups at LSO St Luke's. Alongside the work of the orchestra, LSO deliver a number of projects and programmes across London.

Background and detail of proposal

The original application sought funding for a participatory experience called *Orchestrating Moments*. The proposal was to create an interactive audio-visual installation that would be set up in a number of locations across the City. Participants would have the opportunity to experience what it would be like to conduct the LSO through the use of projectors and motion sensors. Since the grant was awarded LSO have encountered difficulties in delivering this project as originally planned. High production and technical costs have meant that this project will not be possible to deliver within the budget initially requested.

LSO have requested permission to re-allocate the use of the grant to a parallel project that will take place during the 'This is Rattle' celebration in September. LSO are seeking approval to deliver the creation of a digital installation in partnership with the Barbican and BBC Radio 3. The proposed project will utilise headphones and multiple interactive touch screen platforms to allow users to explore archived orchestral performances conducted by Sir Simon Rattle. Participants will immerse themselves in the music of the LSO's new figurehead.

Two versions will be created to be in use throughout the 10 day celebration. One will be housed within the Barbican Foyers, and a second in public City spaces. LSO are in contact with Guildhall Year, Royal Exchange, Broadgate Circus and Paternoster Square. The project aims to reach City workers, residents and visitors, encouraging them to access the diverse range of events on the Barbican campus throughout the celebration and season ahead.

Recommendation

The requested change of use for this grant fits within the outcomes of the *Inspiring London through Culture* programme and has very similar outcome to the original project. The project will promote access for all to participate in the City's cultural offer while increasing the profile of the Cultural Mile's profile as a centre of musical excellence, with one of the world's leading conductors and orchestra's at its heart. The change of use is recommended as follows:

£7,500 for production, licensing, installation and staff costs for an interactive digital installation in City locations that engages new audiences in the LSO's 10-day *This is Rattle* celebration.

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Information Community and Children’s Services Committee – For Information	04092017 08092017
Subject: Barbican and Community Libraries Customer Survey	Public
Report of: Director of Community and Children’s Services Report author: Carol Boswarthack Head of Barbican and Community Libraries.	For Information

Summary

In May 2017, two in-depth surveys of the stock and services offered to adults and children by Barbican and Community Libraries were carried out. Responses were received from 2898 adults and 309 children.

99% of Barbican Library adult customers (1682 respondents) said that overall, they were satisfied with Barbican Library (98% in 2014).

99% of Shoe Lane Library adult customers (563 respondents) said that overall, they were satisfied with Shoe Lane Library (98% in 2014).

95% of Artizan Street Library and Community Centre adult customers (269 respondents) said that overall, they were satisfied with the library (95% in 2014).

Responses to both surveys and all customer comments have been analysed by the Head of Barbican and Community Libraries and professional staff, a programme of work is being put into place to address concerns and feedback is being given to library customers.

The main area for development identified from the adult survey is around promoting and educating customers in using the eBook, eAudio and eMagazine collections. A renewed programme of work is now in place comprising staff and user training sessions and revised note sheets for compatible eReading devices. Our Library apprentices have been tasked with creating online instructional videos. Loans are showing a steady year on year increase. Customers at all sites complained about lack of signage and this is being progressed with colleagues in Built Environment and the Barbican Centre.

Compliments regarding staff and the service accounted for 50% of all the general comments and suggestions received.

Positive responses to the Children's Library user survey were extremely high with 100% of customers scoring Barbican, Shoe Lane and Artizan Street Libraries as "Very good" or "Good". This is a clear endorsement for the work plans currently in place.

Recommendation

- Note the report.

Main Report

Background

1. The City's library service has always regularly surveyed customer opinion in order to inform service development. In past years, this was carried out using the CIPFA administered Public Library Users Survey (PLUS). However, concerns about the PLUS survey costs and the relevance of some of the questions has led many library services to look for alternatives and currently, fewer than 50% of libraries in England and Wales are still using PLUS.
2. In 2013, a team of professional library staff and the Head of Barbican & Community Libraries was established to build two relevant surveys, one for adult library members and one for children aged 13 years and under. The PLUS questionnaire was used as a base as some of the questions are still highly relevant. The team then looked at what was missing from this survey and tailored questionnaires were created using Survey Monkey software. In 2017, a similarly constituted team revisited the surveys and made some amendments and additions.
3. A decision was taken to direct as many people as possible to taking the surveys online and the Survey Monkey website was widely advertised. However, it was decided that making the surveys digital only would exclude a large number of customers and so paper versions were printed and distributed in libraries over a one week period.
4. Good use was made of volunteers. At Barbican Library, the adult paper survey was handed out to customers by the Library's volunteer group, The Friends of Barbican Library. In the past, this was carried out by agency staffing. They also greatly aided staff with inputting the data from the paper surveys into Survey Monkey which automatically processed the results. In this way, we calculated that the Friends saved the libraries more than £4,000 in staff costs and survey administration fees.
5. Questions covered library stock and services, what they did in the library that day and how using the City's lending libraries had an impact on other areas of their lives. Equalities and demographic data was also collected and participants were asked to give an overall satisfaction score.

Current Position

Adult Survey results

1. A total of 2898 surveys were completed; 67% (1953) of respondents were Barbican Library customers, 22% (640) used Shoe Lane Library and 11% (305) used Artizan Street Library and Community Centre.
At all Libraries, the majority of people responding were male (53% Barbican, 56% Shoe Lane and 52% at Artizan Street). In 2014, more women than men responded at Artizan St (54%). The figures for Barbican and Shoe Lane Libraries were similar to 2014.

The age profile of our adult customers across all libraries is:

4% aged under 24,
30% aged 25-44,
46% aged 45-64,
15% aged 65-74
5% aged over 75.

City workers accounted for the majority of responses at all libraries. This is consistent with membership statistics.

2. Respondents were asked their opinion about library opening hours, external signposting, the attractiveness of the library inside and the standard of customer care received. The following table shows the percentage of respondents scoring the answers "Very Good" Or "Good".

	Opening hours		External signposting		Attractiveness of the library inside		Standard of customer care received.	
	2014	2017	2014	2017	2014	2017	2014	2017
Barbican	86%	86%	68%	70%	87%	89%	96%	95%
Shoe Lane	81%	89%	64%	64%	86%	83%	96%	96%
Artizan Street	91%	80%	56%	57%	87%	71%	94%	89%

The majority of comments received (203 comments) were in favour of better signposting outside and within the Barbican Centre. Signposting to the library is poor and this is being progressed with Built Environment and the Barbican Centre. Signposting in the Shoe Lane area is not as bad but the entrance to the library is not eye-catching and we are investigating ways of using the ground floor windows to promote the library. Street signposting at Artizan Street was installed following the 2014 survey but customers still complain about not being able to find the library. At present, there is building work taking place around the library and this has made the situation worse. A trial of "Legible London" signage between Barbican Station and the Barbican Centre and the Museum of London is currently being planned. This will include a street level route via Beech Street and one or two at podium level and it is hoped that the signage will be in place by the end of the calendar year. All of the customer comments pertaining to external signage were passed onto the relevant

staff in Built Environment and are being used to inform this work. I am informed that the consultants have been asked to include Barbican Library on the new signage.

Customers at all libraries requested longer opening hours with opening on Friday afternoon at Barbican Library being the most popular suggestion (176 comments). The decision to close on Friday afternoons was taken some years ago in order to open later on Saturdays. Full consultation with customers was carried out and the current pattern of opening hours proved the most popular. Associated increased staff costs mean we are unable to increase our opening hours but we are considering consulting with customers on the current spread of hours. Consultation on a changed pattern of opening hours at Artizan Street is currently underway and staff are considering ways to improve the appearance and general ambience of the library space.

- Staff knowledge, skills and approachability were tested and all three libraries scored very highly.

	Staff knowledge		Staff skills		Staff approachability	
	2014	2017	2014	2017	2014	2017
Barbican	97%	98%	97%	97%	97%	95%
Shoe Lane	99%	98%	99%	98%	96%	98%
Artizan Street	96%	93%	97%	93%	92%	92%

We will continue with our current staff training and development programme.

- We asked customers how satisfied they were with the choice and physical condition of fiction and non-fiction books. In every category, customers scored higher than in 2014

	Fiction				Non-fiction			
	Choice		Condition		Choice		Condition	
	2014	2017	2014	2017	2014	2017	2014	2017
Barbican	74%	91%	75%	94%	82%	91%	85%	95%
Shoe Lane	83%	94%	85%	97%	79%	88%	83%	95%
Artizan Street	75%	81%	86%	90%	64%	78%	73%	90%

All Librarians have a programme of stock maintenance to complete including replacing tatty stock and addressing gaps in stock. Space considerations at Artizan Street Library impact on the range and volume of stock from which customers can choose and this was addressed following the 2014 survey. A programme of stock swaps with Shoe Lane Library is now in place in order to refresh the stock regularly.

- We asked customers to give their opinion on the graphic novel collections in all libraries. 75% of customers told us they did not borrow graphic novels. N.B. This was a new question in 2017.

	Graphic novels	
	Choice	Condition
	2017	2017
Barbican	90%	95%
Shoe Lane	88%	96%
Artizan Street	82%	89%

Staff are currently looking at ways to refresh the (fairly small) collections and a programme of stock swaps is under consideration.

6. We asked customers to give their opinion on the DVD and CD collections in all libraries. Approximately 50% of customers told us they did not borrow DVDs or CDs.

	DVDs				CDs			
	Choice		Condition		Choice		Condition	
	2014	2017	2014	2017	2014	2017	2014	2017
Barbican	93%	91%	82%	93%	93%	93%	93%	91%
Shoe Lane	96%	92%	95%	96%	91%	95%	96%	97%
Artizan Street	91%	80%	93%	89%	87%	80%	84%	88%

Satisfaction among users of the collections is generally high but drops have been recorded at Artizan Street where space is very limited. A programme of stock swaps with Shoe Lane Library is now in place at Artizan Street Library.

7. We asked customers to give their opinion on the Talking Book collections in all libraries. Approximately 77% of customers told us they did not borrow Talking Books. The figure in 2014 was 75%. However, this drop in usage may be accounted for by a rise in the number of survey respondents and also the continuous rise in e-audio usage. Of those who do borrow talking books, at Barbican and Shoe Lane Libraries, satisfaction with the choice available and the physical condition of stock is high and we shall continue to buy and maintain stock as normal. Since the last survey, the collection previously held at Artizan Street Library has been removed because it was not well-used and better use can be made of the space and budget.

	Talking Books			
	Choice		Condition	
	2014	2017	2014	2017
Barbican	90%	87%	89%	89%
Shoe Lane	95%	92%	94%	92%

8. We asked customers to give their opinion on the City's e-Book and e-Audiobook offering. 87% of customers told us they did not borrow e-Books for a number of different reasons. In 2014, the figure was 92%. 92% of respondents told us they did not borrow e-audio books (exactly the same figure as in 2014). Respondents could select more than one reason for not borrowing e-Books or e-Audiobooks.

	e-Books		e-Audiobooks	
	2014	2017	2014	2017
I'm not interested	42%	48%	60%	63%
I didn't know I could borrow them	21%	27%	17%	22%
I don't own a compatible e-Reader	45%	35%	27%	20%
I don't like the selection available	2%	3%	2%	2%

As in 2014, there were two main themes to the comments received from customers: either they have no intention of ever using e-books/e-audio or these are services they definitely intend to use in the future. Some customers commented that they had previously tried to use the service but found the software difficult to use.

Following the 2014 survey, we heavily marketed the e-book and e-audio services and a new and easy to use eBook app was introduced. In recent months, the supplier has introduced a new, integrated and very accessible app for eAudio and eMagazines which allows for both downloading and reading.

Instruction sheets for all compatible e-readers/tablets have been produced along with credit card sized promotional cards detailing how to get started. Additionally, open sessions in libraries are regularly held to show customers how easy it is to download materials. Library staff have also been fully trained so that they can promote these services confidently. We shall continue with our marketing campaign in particular, publicising the new app. Our 2 apprentices have been tasked with creating online instruction videos. It is also worth noting that our total eBook and eAudiobook loans have risen year on year since 2014 whereas commercial eBook sales have dropped.

9. We asked customers to give their opinion on the eMagazine download service. 94% of customers told us they did not borrow eMagazines. N.B. This is a relatively new service and therefore this was a new question in 2017. The reasons they gave for not downloading were as follows: (N.B. they could select more than one reason):

	e-Magazines
I'm not interested	51%
I didn't know I could borrow them	41%
I don't own a compatible e-Reader	14%
I don't like the selection available	1%

We are currently revisiting the marketing plan for the eMagazine service to reach those who are, as yet, unaware of the service.

10. Customers were asked how using the libraries had helped them with other aspects of their lives. They were given a number of options to consider and could choose more than one. 2204 people responded to this question.

	2014	2017
Leisure	63%	65%
Study/learning	55%	60%
Health & Wellbeing	33%	34%
Skills for life	15%	16%
Your job	13%	17%
Meeting people/socialising	13%	13%
Family and relationships	12%	13%
Developing IT skills	10%	10%
Personal finance/consumer matters	8%	8%
Your retirement	8%	12%
Job seeking	7%	6%
Improving your English	6%	5%
Welfare/benefits	1%	1%

The results were not dissimilar to those collected in 2014 with minor rises in those using the library for leisure, health and wellbeing, skills for life, their job, family and relationships and their retirement and a 5% rise in those using the library for study/learning. The information collected here is particularly helpful for future strategic planning and working with partners to deliver their outcomes, for example, the City's Health and Wellbeing Board and partners in Adult Social Care who have part-funded areas of health stock.

Children's Survey results

11. Most of the survey responses came from Barbican Library (76%). 16% came from Shoe Lane and 8% from Artizan Street Library. Overall, 53% of respondents were girls and 47% boys. 43% were aged under five (88% of Shoe Lane's respondents were under 5), 43% were 5 – 10 years old and 14% were aged 11 – 14 years old. The majority of customers aged 5+ are Barbican Library users.

100% of all respondents thought the library they used was “Good” or “Very Good”.

N.B. in 2014, there were too few responses from Artizan Street children to include in the data set.

12. Children were asked to say why they came to the library. They could choose to select more than one reason.

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Borrow books or other items	77%	86%	58%	63%	95%
Have Fun	68%	45%	85%	79%	47%
Look around (browse)	50%	49%	27%	26%	53%
Read	62%	58%	50%	35%	42%
Attend an event	54%	55%	73%	70%	32%
Meet friends	42%	20%	54%	47%	16%
Do homework	15%	10%	10%	2%	11%
Use the computers	11%	8%	8%	2%	16%
Wait for my family/friends	6%	9%	13%	9%	11%

Answers reflected the age profile of library users with the Shoe Lane under 5s choosing “Have fun” and “attend an event” as their most popular reasons for coming to the library. The percentage of Barbican Library customers who selected “Have fun” has dropped significantly but further investigation shows that in 2014, more responses were received from under 5s. This is borne out by responses in point 14 (below).

It is encouraging to note that more children say they are coming to the library to borrow books and children in all libraries like coming to the library.

13. Children rated library staff as being very friendly, helpful and knowledgeable in all libraries

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Friendly	99%	98%	58%	100%	100%
Helpful	100%	100%	85%	100%	100%
Knowledgeable	N/A	98%	N/A	95%	95%

14. We asked the children to tell us why they borrow books and allowed them to select more than one answer.

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
I like reading	75%	78%	59%	64%	79%
I want to get better at reading	44%	40%	24%	26%	37%
So somebody else can read them to me	54%	36%	65%	54%	63%
I am in a reading group	10%	7%	N/A	N/A	11%
For homework	12%	18%	13%	13%	37%
I want to find something out	33%	34%	24%	8%	32%
So I don't have to buy books	39%	31%	39%	15%	42%
I don't borrow books	2%	6%	13%	5%	0%

The answers we received from children/parents consolidate our knowledge about library use and inform stock purchasing decisions for both libraries.

15. We asked children if they thought the library had a good selection of books.

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Yes	100%	95%	100%	95%	100%

The very small numbers of comments received were mainly requests for more titles by certain authors/for specific age groups. We are checking how comprehensive our coverage is in these areas and will take remedial action as necessary.

16. We asked children if they could easily find what they wanted in the library

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Yes	94%	92%	99%	98%	100%

The small number of explanatory comments received were very diverse ranging from "I have to ask for help as I have dyslexia" to "Have sections" e.g. *How to learn words* or *Put them in my age group*". Alternative arrangement suggestions are not viable and cause more confusion than the Dewey

Decimal system. The key here is staff being more alert to customers' needs and being ready to step in to assist.

17. We asked children about the condition of the library's books

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Clean	92%	80%	100%	98%	94%
A bit scruffy	8%	20%	0%	0%	0%
Very scruffy	0%	0%	0%	0%	0%

We have noted a sizeable increase in the number of children who thought the books at Barbican Library were not in a clean condition. This is an area for concern and staff will prioritise stock maintenance work.

18. Overall, 100% of the children in all three libraries rated the books as either "Very good" or "Good".

19. We asked children about the library computers. In the case of all libraries, children thought the computers were good but most said they did not use them. The most common reasons given for non-use were because they had a computer at home or because they are too young. There is no specific provision for children at Artizan Street or Shoe Lane Libraries but children can use the public computers with supervision. We shall continue to offer a small facility for children at Barbican Children's Library but these responses give us no reason to consider increasing provision.

20. We asked the children about the homework help available in the libraries. N.B. Most respondents at Shoe Lane age skipped this question due to the age profile of its customers.

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
There are staff to help me	17%	50%	3%	50%	55%
There are books to help me	28%	80%	9%	50%	91%
There are computers to help me	15%	24%	0%	0%	18%
It is somewhere quiet for me to sit and work	26%	42%	12%	25%	36%

In all cases, increases were recorded and again, we will continue to promote the libraries' stock and services to children, families and schools.

21. We asked children about other reasons for visiting the libraries. They could select more than one reason.

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Take part in an Under 5s event	76%	52%	25%	88%	53%
Holiday activity	40%	33%	25%	27%	58%
After school activity	18%	22%	8%	10%	11%
Book or reading activity	10%	22%	8%	0%	11%
Saturday activities	4%	28%	N/A	N/A	N/A

Again, the most popular answer given was to take part in an Under Fives event. The apparent drop in numbers attending Under 5s events at Barbican Library is due again to more older children participating in this survey and is not proven by attendance registers which reflect record numbers of attendees. Taking part in holiday activities and reading activities are also very popular and Saturday events and activities are popular at Barbican Library. This is an endorsement for the Libraries' events programme which will continue to develop.

22. More than 99% of children/parents agreed that the Libraries were friendly and safe places. More than 95% of respondents thought they were easy to get to, bright and cheerful. More than 98% thought they were places with items and activities of interest and more than 87% thought the opening hours were good. Artizan Street's opening hours were reduced as part of our SBR savings package. We consulted with stakeholders and although the majority of people opted for the current opening hours, many young people in particular are keen to see the library closing later in the day. We are currently working to improve the opening hours in consultation with all interested parties.

23. Finally, we asked children in which ways the library helped them

	Barbican		Shoe Lane		Artizan Street
	2014	2017	2014	2017	2017
Read better	63%	63%	28%	36%	50%
Do better at school	30%	32%	12%	14%	33%
Use computers better	8%	7%	2%	0%	17%
Make friends	41%	32%	78%	67%	33%
Join in and try new activities	55%	52%	78%	74%	50%
Learn and find things out	62%	61%	78%	62%	83%

This information enables us to better understand what our young customers need from our services.

Options

1. Overall, responses received for both surveys endorse the services offered by the lending libraries. Requests for certain types of stock are being considered within the confines of the existing stock budgets. Promotional activity, for example to advertise the digital services, is funded from existing budgets. For services to children and families, this budget includes a grant from the Family and Young People's team within the Department of Community and Children's Services to carry out a range of Children's Centre services in libraries and support early literacy.

Proposals

2. Survey data has been shared with all Barbican and Community Libraries staff. Team leaders and specialists are currently working on improvement measures where necessary and "You Said, We did" feedback to customers is being prepared.

Corporate & Strategic Implications

3. Improvement work is relevant to the following of the City's Key priorities (Corporate Plan 2015-2019):
 - To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
 - To provide valued services, such as education, employment, culture and leisure, to London and the nation.

It is also relevant to the following Department of Community and Children's Services Strategic Aims:

Priority Potential:

- People of all ages can achieve their ambitions through education, training and lifelong-learning

Priority Independence, Involvement and Choice:

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

Priority Community:

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

The "Ambition" of Barbican and Community Libraries is:

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

Implications

4. There are no financial, legal, property or HR implications of note and risk is low.

Conclusion

5. A regular survey of customer opinion is essential to the continued relevance of Barbican and Community Libraries. The next major customer survey of adult and Children's library services is scheduled to take place in 2020

Appendices

- None

Carol Boswarthack

Head of Barbican and Community Libraries
Department of Community and Children's Services

T: 020 7332 1123

E: carol.boswarthack@cityoflondon.gov.uk

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Committee(s)	Dated:
Culture Heritage and Libraries	For decision 04/09/17
Community and Children's Services	For information 08/09/17
Education Board	For information 14/09/17
Board of Governors of the Guildhall School	For information 18/09/17
Barbican Centre Board	For information 27/09/17
Planning and Transportation	For information 03/10/17
Board of Governors of the Museum of London	For information 04/10/17
Open Spaces	For information 11/10/17
Cultural Hub Working Party	For information 18/10/17
Policy & Resources Committee	For decision 19/10/17
Court of Common Council	For decision 07/12/17
Subject: City of London Cultural Strategy	Public
Report of: Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Matt Pitt, Policy and Projects Officer	

Summary

The City of London Corporation's current cultural strategy expires at the end of December 2017. It came into effect during the 2012 Cultural Olympiad but no longer reflects the full extent of the organisation's activities across arts, culture, heritage and learning or its new and emerging ambitions.

Following a successful tender process, Global Cities Limited were appointed in May to assist the organisation in developing a new cultural strategy. A draft of the strategy is included as an appendix to this report.

Recommendation(s)

Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and the Court of Common Council are asked to:

- Provide any comments on the draft strategy; and
- Approve the draft strategy for formal adoption by the City of London Corporation.

Members of other committees listed above are asked to:

- Note the draft strategy; and
- Provide any comments for consideration by the Policy and Resources Committee on 19 October before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Main Report

Background

1. The City of London Cultural Strategy 2012-17 will expire at the end of the year. Whilst previous drafts of a new strategy had been made, it was felt that the organisation needed to move away from the descriptive strategy of 2012-17 to a more strategic high-level document for the future that reflected the strong ambitions of the City of London Corporation within it. A fresh approach was required.
2. Global Cities were engaged to assist the organisation in developing the new strategy. They conducted interviews with officers and Members across the organisation including Town Clerk's Cultural Services, Department for the Built Environment, the Guildhall School and the Barbican. Key partners such as the London Symphony Orchestra and Museum of London were also involved and external organisations the GLA, DCMS and Arts Council England have been consulted.
3. Following the interview stage, certain themes and ideas began to emerge. In order to test these, a workshop was established which stakeholders were invited to. This workshop was held immediately after the Place Steering Group on 19 June and involved officers from that group as well as Members. The draft appended to this report (Appendix A) is very much a reflection of both the interviews and the key themes which emerged at the workshop.
4. Throughout the process close attention has been paid to ensuring the draft strategy aligns with existing strategies and particularly the emerging Corporate Plan. On 27 July, the Summit Group approved the current draft for progression through committees in autumn 2017 in order to have a new strategy in place by the start of the New Year.

Strategy

5. The strategy is broken down into two parts – an executive summary with the vision, the City's role, our values & strategic objectives and the full strategy document. The latter goes into greater detail, particularly on the 10 strategic objectives, why these are important, and outlines some priority actions for the organisation to progress.
6. The Strategy is deliberately high level and ambitious and will be delivered by departments across the organisation. Whilst there are objectives and priority actions which readers will recognise as supporting existing activity there are also new objectives designed to challenge the organisation over the coming years. These ambitions very much reflect conversations that have taken place throughout the process. Subject to the strategy being approved by Members, business planning will need to address the new strategic objectives and priority actions appropriately.

7. The strategy is currently formatted for an internal audience; however, it will be a key tool in communicating the unique and valuable contribution that the City of London Corporation makes to external audiences. It is therefore anticipated that the strategy will be professionally produced following its formal adoption.

Proposals

8. It is proposed that Members of Culture, Heritage and Libraries Committee, Policy and Resources Committee and Court of Common Council provide any comments on the draft strategy and approve the draft strategy for formal adoption by the City of London Corporation.
9. It is further proposed that Members of other committees receiving this report note the draft strategy and provide any comments for consideration by the Policy and Resources Committee before the Strategy is finally considered by the Court of Common Council on 7 December 2017.

Conclusion

10. A new cultural strategy has been developed in partnership with Global Cities Ltd. It reflects the brief for the strategy to be high-level and ambitious whilst also addressing the organisation's existing activities across the sector. The strategy also seeks to frame new initiatives such as Culture Mile and the Cultural Education Partnership.

Appendices

- Appendix A – Draft Cultural Strategy

Matthew Pitt

Policy and Projects Officer

T: 020 7332 1425

E: matthew.pitt@cityoflondon.gov.uk

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Draft City of London Cultural Strategy – Executive Summary

We want to:

Seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City’s history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also for the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London’s culture and champion the excellence and innovation that this brings
- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

In the next five years we want to [Strategic Objectives]:

1. Transform the City’s public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination

2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working in collaboration with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Draft

Draft City of London Cultural Strategy

Vision

Throughout history, the City of London has been a place where commerce and creativity have thrived side by side. As well as being one of the world's oldest and most important financial hubs the Square Mile has fostered over centuries the long-term growth of arts and crafts, public entertainment, green spaces, marketplaces, fairs, and pageantry. Since the late twentieth century the City has become a world class centre for culture, with an extraordinary concentration of institutions like the Barbican, the Museum of London, the London Symphony Orchestra and the Guildhall School of Music and Drama, as well as a range of heritage assets, libraries, exciting outdoor events and cutting edge contemporary art programmes like Sculpture in the City. Investing over £80m every year, the City is the fourth largest funder of culture in the UK.

The City's support for culture is intrinsic to its strategy because of the core belief that the free exchange of commerce is intertwined with the free exchange of creative ideas. The City has always been a unique meeting place in the world for entrepreneurs, ideas and talent - the original co-working space. Our support for culture also reflects a strong belief in a richer kind of wealth, which includes people's wellbeing, quality of life and sense of place and community.

The City today has the most vibrant ecology of cultural organisations, creative businesses and practitioners anywhere in the UK. We may be a global city but our cultural organisations are also grounded in a strong sense of place and want to serve the diverse people of the City they inhabit. Our definition of culture is broad and inclusive; it exists in both the buildings and heritage of our great institutions as well as our streets and the informal cultural spaces in between. It is for everyone, not just a narrow elite, and is a powerful driver of social mobility.

However, in recent years, the City's physical infrastructure and ways of working have not kept pace with our needs. Too often our cultural buildings have felt closed and hidden away. We have a rich and varied range of cultural assets and programmes, but we could do much more to promote them in the UK and abroad. Our cultural organisations are pioneers in research and experiment, but this is not visible in our streetscape. In short, we need to restate our role as a world capital of both commerce *and* culture.

At the start of the twenty-first century the City is also at a pivotal moment in its history. London is a global leader in finance, creative industries and technology. Despite politically uncertain times, there is a will to reach out to new trading partners and open up to more investment and talent. At home, the arrival of Crossrail in 2018 will transform the City's connectivity with the South East and bring an entirely new population into the area. Culture will play an important part in these changes.

In light of these factors, there is a once in a generation opportunity to open up the City in radical new ways so that we can welcome more people, stimulate more creative interactions and in doing so, build a sustainable long term future. We want to create a future for the arts, culture and heritage in the City because they are vital to developing People, Prosperity and Place.

Over the next five years, we will work with our cultural partners to transform the physical and social environment of the City and make it far more open, creative, resilient and entrepreneurial. We intend to invest significantly in the urban fabric of the Square Mile to make it more inviting to visitors and reveal the special cultural and historic character of the area. We want to energise people of all ages, especially the young, and inspire them to engage with the learning opportunities all

around them and perhaps pursue careers in the creative and tech sectors. We want to reflect the remarkable international quality of our businesses, people and cultural offer in our built environment. Above all, we want to champion excellence and innovation in all that we do.

All this requires purposeful leadership as well as working collaboratively. This strategy sets out the key objectives of our work, the values underpinning our approach, and the practical steps to realise them.

Catherine McGuinness

Lord Mayor

We want to:

Seize a once in a generation opportunity to reposition the City as a world capital for commerce *and* culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve personal, social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this diversity brings

- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support and connect with the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

In the next five years we want to [Strategic Objectives]:

1. Transform the City’s public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination
2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working with cultural partners to develop our skills, to align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Strategic Objectives

- 1. Transform the City’s public realm and physical infrastructure to make it a more open, distinct, welcoming and culturally vibrant destination**

The City has long been recognised as the financial and business district of London and for over a century the physical infrastructure of the Square Mile has grown up to serve this primary function. However, there is a strong desire today to reposition the City as a centre for both commerce *and* culture, recognising that the area is also the historic centre of the capital and a vibrant cultural destination. There is a need to renew and reconfigure the public realm and make the City more open, welcoming, and conducive to all users’ needs.

Priority actions

- Major investment in public realm improvements across the Square Mile, including better wayfinding and improving physical infrastructure
- Strengthening the visibility of cultural organisations and sense of welcome
- Integrating digital and creative ideas into the urban fabric and creating more connected routes for visitors that reveal the cultural and heritage offer

- Continuing to invest in the City's cultural partners, drawing on their expertise and entrusting them both collectively and collectively to deliver world class programmes that keep the City at the forefront of cultural change
- Developing, enhancing and animating open and green spaces
- Emphasise the international character of the City's environment in order to attract businesses and serve their needs

2. Develop Culture Mile in the north west of the City which will become an exciting cultural destination for London and act as a catalyst for change across the rest of the Square Mile

The north-west area of the Square Mile contains an extraordinary cluster of diverse and collaborative cultural organisations. However for decades the area has suffered from a particularly poor quality public realm and lack of wayfinding, especially by comparison to the neighbouring areas of St Paul's and Tower Bridge. The original design for the Barbican estate deliberately envisaged a separation between its residents and the street level; as a result there is little outward sign of the rich culture and heritage of the area or sense of welcome. As other parts of London have developed or are developing distinct cultural identities (Southbank, South Kensington Quarter, and more recently, the Olympic Park and the Knowledge Quarter), this weak visibility is even more unsatisfactory. In 2013 the City decided to develop the idea of a new cultural hub to improve the quality of public spaces, create a distinct sense of identity and arrival, improve visitor experience, encourage more tourism, and facilitate new forms of collaboration between organisations. There is now a collective aspiration to enhance the cultural offer and invite more participation from visitors, residents and businesses. Whilst Culture Mile will be a distinct spatial area with unique licensing and planning conditions, it will act as a centre of energy, activating a similar cultural transformation for the entire Square Mile.

Priority actions

- Reinforce the partnership of cultural, creative and corporate organisations within and outside the Hub, sharing resources and working together to create an 'internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning'.
- Make cultural activity and heritage visible in the streetscape, lighting and environment, and ensure the public realm is designed to be conducive to shared programming by Hub members.
- Develop a wider spatial masterplan for the area which recognises 'zones' for particular activities, e.g. an evening economy, protected residential areas.
- Progress unique licensing and planning agreements, to support the delivery of Culture Mile aspirations
- Plan for a new leisure/evening economy and engage with residents and businesses on their concerns
- Work with cultural partners to develop a world class food offer to enhance the visitor economy
- Learn from best UK and international practice and be inspired to experiment with new ideas and partners

3. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk-taking and artistic citizenship

It is vital that our investment in culture recognises its intrinsic power and the transformative effect it has on audiences and participants. For our cultural organisations, the belief in risk-taking is core to their business and requires strong investment. We believe cultural excellence can take many diverse forms and this is reflected in the sheer range of cultural venues, activities and programmes we fund; cinema, theatre, music, visual arts, architecture, heritage, street art, libraries, learning and engagement, open spaces, outdoor events, and more. In order to achieve this, there is a need to engage and support the very best creative professionals including artists, educators, librarians, curators, programmers. In addition, there is a need to enable research, experimentation, international and national touring, and joint working to ensure the organisations we fund remain as cutting edge, internationally relevant and as creative as the City in which they are based.

Priority Actions

- Supporting existing cultural organisations with sustained investment and resources, working closely to help them realise their ambitions
- Encouraging new partnerships and international touring to stimulate new thinking and create new income streams
- Facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities in the public realm in the Square Mile

4. Support an exemplary Cultural Education Partnership and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation

The City is a centre of world class culture with millions of people enjoying performances, events and opportunities every year. However equally important, it is the site of possibly the largest collection of cultural learning opportunities for people of all ages. Every day we are building the audiences, artists and creative professionals of the future. As a network, the City's cultural partners reach millions of people through school visits, large-scale off-site participatory events, learning resources, on-site classes and workshops, and world-class conservatoire education. Our School Visits Fund provides travel grants to enable schools in London to visit cultural organisations in the Square Mile. The Museum of London and Barbican-Guildhall Creative Learning have well-respected schools programmes, outreach events and concerts, the Guildhall School has the largest under-18s offer of any organisation in the UK, and the LSO has pioneered high quality music education in the ten east London boroughs, setting the standard for music hubs around the country. These organisations work with City academies and independent schools but also with schools in the surrounding boroughs, spreading their professional excellence and expertise. They also work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and lifelong learning. Our learning and engagement programmes bring together people from all walks of life and help support social mobility as well as engender a sense of community.

To strengthen the link between the City's Education Strategy and cultural organisations, there will be a new Cultural Education Partnership. This will work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. As the pressure on cultural education in school grows, it will be even more important to engage with headteachers and provide simple and effective routes for support. It is also a priority to offer world-leading higher education and training to future performers, creative professionals, technicians, leaders and teachers, fulfilling their potential as creative citizens. All of this will help the City to achieve its ambition of enriching the lives for people from all walks of society.

Priority Actions

- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.
- Develop a single 'front door' for under-18s offering a mix of formal and informal high quality vocational training across creative skills and performing arts areas.
- Develop a series of innovative initiatives to be delivered as part of Culture Mile Learning, which develop the combined skills needed for 21st century success and position the cultural hub as a learning destination
- Support Culture Mile Learning to develop a sustainable business model and their capacity to work intensively with other London boroughs to address social mobility
- Create a unified digital strategy that amplifies and enhances the world-class offer available to schools and families across the City's cultural organisations and programmes
- Develop the wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills
- Create a strengthened music and performing arts education programme to support London's Music Hubs and local Cultural Education Partnerships, in preparing the ground for the proposed Centre for Music's, Museum of London and wider Culture Mile Learning ambitions
- Develop fast-track programmes to develop new local leadership in City-supported cultural organisations
- Strengthen the role of music and the performing arts across the City of London academies and schools
- Make full use of the rich cluster of creative expertise in the City, particularly through higher education and the world leading training at the Guildhall School.

5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources

The City is known for being home to one of the world's largest and most dynamic financial sectors. However, a significant majority of the area's businesses are small and medium enterprises and there is an increasing presence of technology and creative start-ups. For centuries the Square Mile has thrived and remained resilient because of its mix. Increasingly many employers (and their employees) want to be situated in a stimulating and attractive environment, with convenient amenities but also the buzz of independent retailers and creative enterprises. However, there is a need to keep pace in order to maintain the area's appeal and accessibility. Many small start-ups need affordable space to grow and incubate. The cost of operating in London means that maintaining this diverse base is increasingly difficult to achieve and there is a need for the City to manage and 'curate' its own estate in order to support a variety of business types. This can enhance the vibrancy of the area, grow the creative and digital economy and unlock greater value in the longer term.

Priority Actions

- Identify underutilised parts of the estate – especially in the Barbican area - for creative and independent use, as part of a 'curated' strategy; making the City more vibrant but also addressing affordability for creative organisations in central London
- Develop a City-led programme of support for emerging creative entrepreneurs which includes access to financial expertise and business advice in the Square Mile

- Integrate the local digital economy into the broader Culture Mile offer

6. Promote our cultural, heritage and creative strengths in the UK and abroad

In 2016 London was rated number one in the Global Power Index for the fifth consecutive time, driven partly by its cultural offer. Increasingly cities and regions are aware of the ‘soft power’ of culture and heritage and harness it to attract tourists, workers and businesses. Whilst London overall has a recognised strength in this area, the Square Mile could work harder to promote its particular character and assets through press activity and profile-raising events. There is also potential to join up more effectively on international engagement, foreign tours and foreign delegation visits which could be coordinated with the Lord Mayor’s Office and other external organisations like London and Partners. In the UK, the City could do more to demonstrate its support for cultural activity across the UK, for instance, developing regional partnerships and reach through Guildhall School Young Artists, which includes the Centre for Young Musicians, Junior Guildhall and Barbican Guildhall Creative Learning programmes.

Priority Actions

- Develop a more coordinated international promotions plan which includes culture and joins up on the key messages
- Work proactively with London and Partners, the Mayor of London’s promotional agency, and other organisations such as Arts Council England, DCMS (Department of Culture, Media and Sport) and the British Council to promote the City’s cultural offer abroad

7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience in the City and beyond

The success of the 2012 Olympic and Paralympic Games showed how powerful culture could be in promoting the City. The stunning events held in key London landmarks generated significant news coverage and positive feedback. The City has always been home to major public events and shows, for instance the Lord Mayor’s Show but in recent years it has also sponsored a number of one-off ‘cultural spectacles’ to commemorate key events or anniversaries; for instance, commissioning one of the UK’s most well regarded arts producers, Artichoke, to create an event on the Thames for the Great Fire of London. Such events can be an effective way to both capture the attention of the international media, but also engage diverse audiences and act like a ‘communal campfire’, bringing Londoners’ together around a shared moment. Similarly, City workers and visitors are extremely positive about street animation, temporary art installations and outdoor programming on a more regular basis; for instance, lunchtime events in the public squares and parks and outdoor music performances. The City is developing a new outdoor programme to address this ambition. The Sculpture in the City programme has engaged millions of people in high quality art who might not ordinarily visit an art gallery, and it grows bigger each year through partnerships with local businesses and galleries. Culture Mile can also a focal point for more ambitious outdoor programming which also acts like a ‘shop window’ for the cultural organisations in the area and attracts new audiences. Crucially, any investment in programming needs a strong marketing and communication strategy to ensure more people are aware of the offer.

Priority Actions

- As part of the Visitor Strategy, develop a City-wide marketing and communications plan to drive visitors', learners' and residents' awareness of the cultural offer, specifically anticipating the increase in visitors with Crossrail in 2018 and working to engage the existing working population
- Create a commissioning fund to support one-off 'major spectacles' as well as a new outdoor cultural programme to animate the streets and create a vibrant weekend, early evening and lunchtime environment
- Ensure cross-City departmental support for cultural activity in public spaces (e.g. planning, licensing, policing, etc.)
- Support Culture Mile cultural organisations to appeal to a wider audience base through outreach and learning initiatives and working outdoors
- Support outdoor programmes to grow and actively encourage sponsorship and participation from neighbouring commercial partners

8. Work better with cultural organisations to build their capacity to engage with City businesses and employees, so that they can become more resilient

The City has a strong relationship with its many businesses but could do even more to engage them with the cultural dimensions of its work. In the future, the City could play a stronger convening role, bringing together businesses and cultural organisations around shared interests and ideas. Ultimately, it is for the cultural organisations to raise their own funds, but a collaborative approach could yield effective results. Culture Mile will also generate a large number of joint projects and promotional opportunities which could create new income generation models across sectors. A strategic, collaborative approach could unlock value for culture and catalyse sustainable long term business models in partnership with the private sector.

Priority Actions

- Use our convening power to encourage more networking and collaboration between cultural organisations and businesses
- Create more marketing and promotion opportunities within the City estate and marketing channels to maximise value and achieve shared objectives across cultural and corporate sectors
- Work with cultural organisations to develop new and innovative models of income generation and sustainable corporate partnerships

9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK

The City of London has long supported cultural sites in London beyond the Square Mile, such as the green spaces of Hampstead Heath or heritage landmarks like Tower Bridge and Keats' House. As the funding climate becomes more challenging, this responsibility for the wider region will become even more important. The City's focus will be strategic initiatives which will enhance the city as a whole and bolster the City's own cultural offer. For example, the City has been an early sponsor of two schemes led by the Mayor of London; the Illuminated River project to light the central London bridges with an environmentally sustainable artist-led scheme, and the London Borough of Culture

competition which will choose its first winner in 2018. Both projects will enhance the capital's attraction to visitors and also benefit Londoners. The City also supports music education in cities and towns throughout the UK through funding for the Guildhall School Young Artists programme (CYM, Junior Guildhall, Creative Learning), allowing them to extend their unique expertise.

Priority Actions

- Support selected strategic initiatives for London which increase tourism and provide benefits for Londoners, connecting with other relevant cultural destinations such as Knowledge Quarter, North Bank, South Bank
- Engage with stakeholders like the Mayor of London's Office, the Arts Council and the Department for Culture, Media and Sport on existing support and areas of potential future collaboration

10. Develop clear leadership on culture: working with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Whilst the City has the smallest geographical area of any local government unit, it is by far the largest investor in culture. As a key funder, the Corporation plays a key role in the governance and strategic direction of the numerous cultural organisations in the area. This situation means that the Square Mile has the potential to be the most collaborative and strategically coherent network of cultural organisations in the country. It can be a powerful voice in London, the UK and the world.

To be effective in its implementation, however, the cultural strategy will need clear leadership and direction. The responsibility for culture currently sits in the Town Clerk's department and a senior official from either within the Corporation itself or one of the cultural partners will be nominated to lead on the strategy/speak on behalf of the network. This nominee will be tasked with monitoring the strategy objectives, but also speaking to external stakeholders and developing partnerships. Whilst it is important to respect the individual autonomy of organisations and recognise their distinct characteristics and priorities, there is also much to be gained from a more collaborative approach based on a set of strategic objectives that can be measured and communicated widely.

The cultural success of the City can only be as good as the people within it – developing their capacity and leadership skills is also a priority.

Priority Actions

- Nominate a senior official from within the Corporation or a cultural organisation to lead on the implementation of the cultural strategy
- Communicate our leadership more clearly to others - publicise the key people working on different aspects of the strategy, and ensure all external and internal stakeholders are aware
- Produce a short annual cultural summary for internal and external stakeholders to publicise activity and achievements
- Build a reputation as a key London partner for developing leading cultural programmes and initiatives, attending events and holding regular stakeholder meetings
- Address the skills and training requirements of our cultural leaders in order to ensure they can realise the ambitions of the Cultural Strategy

This strategy complements existing and emerging City strategies:

Visitor Engagement Strategy – 2018-2022

Corporate Plan – 2018-2022

Communications Strategy

Cultural Hub Brand Strategy

Cultural Hub Property Strategy

Open Spaces Strategy 2015

Draft

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